Retreat Agenda

Monday, September 21, 2015

Continental Breakfast

I. Introductory Comments

8:30 - 8:45

Mayor Paul D. Fraim

II. Norfolk, A Year Later

8:45 - 9:45

John Martin, President & CEO, Southeastern Institute of Research

Documents: NORFOLK A YEAR LATER.PDF

III. FY 2015 Preliminary Year End And Moving Forward

9:45 - 10:15

Marcus D. Jones, City Manager Sabrina Joy-Hogg, Deputy City Manager

Documents: FY2015 PRELIMINARY YEAR END AND MOVING FORWARD.PDF

Break

10:15 - 10:30

IV. Strategies For Community Revitalization

10:30 -12:30

Carol Naughton, Purpose Built Communities

Documents: STRATEGIES FOR COMMUNITY REVITALIZATION.PDF

Lunch

12:30 - 1:30 PM

V. Norfolk Public School Strategies

1:30 -2:00

Michael Thornton, Acting Superintendent Norfolk Public Schools

Documents: NORFOLK PUBLIC SCHOOL STRATEGIES- HANDOUT.PDF, NORFOLK PUBLIC SCHOOL STRATEGIES.PDF

VI. Norfolk Redevelopment And Housing Authority Strategies

2:00 -2:30

John Kownack, Executive Director of Norfolk Redevelopment and Housing Authority

Documents: NORFOLK REDEVELOPMENT AND HOUSING AUTHORITY STRATEGIES.PDF

VII. Poverty Reduction Implementation Strategies

2:30 -3:00

Susan Perry, Special Assistant to the City Manager for Poverty Reduction and Community Initiatives and Peter Chapman, Deputy City Manager

Documents: POVERTY REDUCTION IMPLEMENTATION STRATEGIES.PDF

Break

3:00-3:15

VIII. Council Interests

3:15 - 5:15

Dinner 5:30 PM

Retreat Agenda

Tuesday, September 22, 2015

Continental Breakfast

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I. Legislative Agenda
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9:00 - 10:00 Bryan Pennington, Director of Intergovernmental Relations

Break

10:00 - 10:15

II. Council Interests

10:15 - 11:45

Break

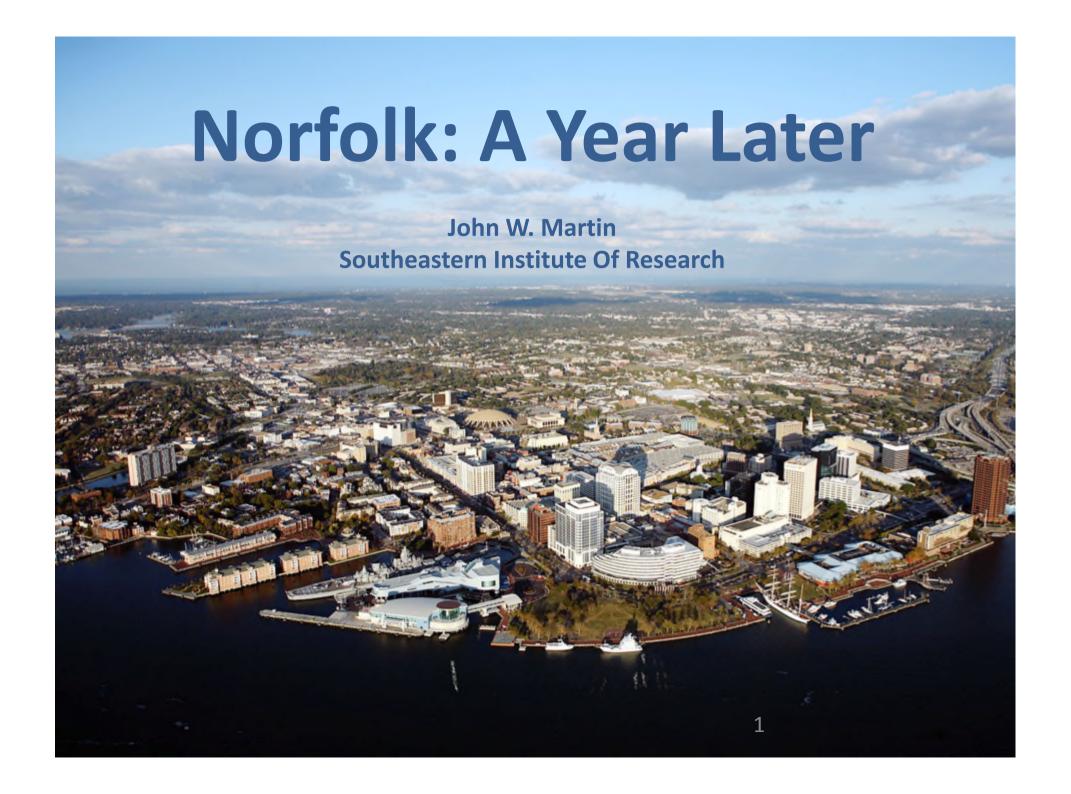
11:45 - 12:00

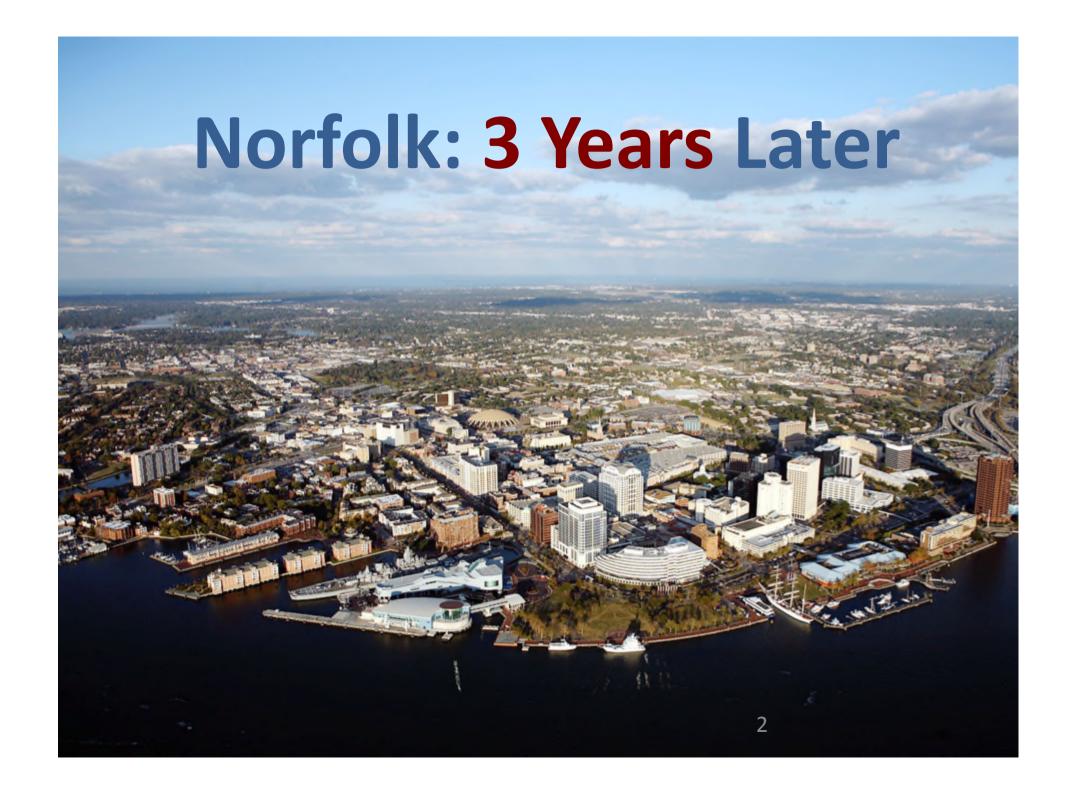
III. Closed Session - Personnel

12:00 - 1:00 Lunch Provided

Additional Documents

Documents: 09-21-15 ANNOUNCEMENT OF MEETING.PDF







- 1. 21st Century Winning Cities
- 2. What Norfolk Is Doing Right
- 3. What's Next?



Community Needs Are Universal

	Place 1	Place 2	Place 3	Place 4
Enhanced economic development	89%	88%	90%	88%
Improved quality of K-12 education	89%	92%	88%	87%
Reduction in poverty	82%	84%	81%	80%
Expanded access to quality healthcare	81%	85%	80%	79%
More comprehensive pre-K education	79%	85%	78%	77%
More effective workforce training	75%	77%	77%	71%
More affordable housing options	73%	79%	72%	70%
Expanded transit service across the region	73%	79%	73%	69%

Please note: Percentages represent top two box ratings of "4" and "5" from Q4.

Q4. How important are each of these community needs today?







Home

About Us

The Issues

Ready or Not?

Are You In?

Search this website...

You are here: Home / About Us / The New E3 School, LLC

The New E3 School, LLC



What is The New E3 School?

The New E3 School- designed, built and operated by E3 - is an innovative, state-of-the-art school and a beacon of the highest quality, for ALL children. The school serves 104 children ages 1-5.



Did you know?

- . Currently more than 90% of education dollars are spent after age five, yet 90% of a child's brain is developed before age five.
- · By three-years-old, a child's vocabulary can predict third grade reading achievement.
- · The math achievement gap starts early, even before kindergarten.
- · Children with "persistent" problems in math at ages 6, 8 and 10 are 13 percent less likely to graduate high school and 29 percent less likely to attend college.

More Fast Facts



5

New Norfolk Schools -21st Century Educational Environment



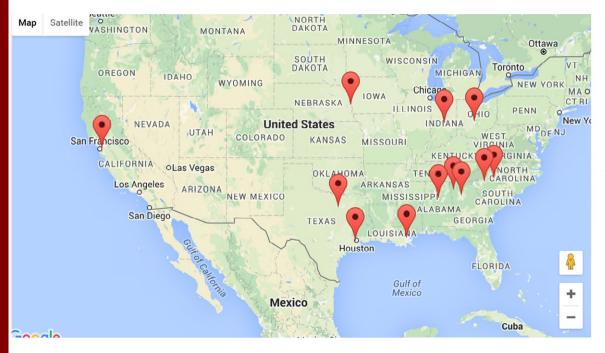
The Hampton Roads Regional Career Pathways Center

Created by Hampton Roads employers, City of Norfolk and Norfolk Public Schools to provide work-linked education for people of all ages and life stages.





Purpose Built Communities



Purpose Built Communities was established in 2009

after the successful transformation of the East Lake neighborhood in Atlanta. By applying the holistic model to other areas of concentrated urban poverty around the nation, Purpose Built Communities is helping local leaders make a positive impact in some of this country's most distressed neighborhoods. We have a growing network of a dozen members leading comprehensive revitalization initiatives, and we are only just beginning.

OUR NETWORK



Community Needs Are Universal

	Place 1	Place 2	Place 3	Place 4
Enhanced economic development	89%	88%	90%	88%
Improved quality of K–12 education	89%	92%	88%	87%
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Q4. How important are each of these community needs today?







Evolving U.S. Economic Development Model



Stay Focus On Key
Growth Industries &

Recruitment Activities

cio

2. Attract and Support The Makers, Doers and Entrepreneurs



Small Business Creates 2/3rds of the net new jobs every year.

Source: Small Business Administration



Small Business Accounts for Half of private sector employment.

Source: Small Business Administration



Millennials Are Social Entrepreneurs

51% Want to start their own business





Boomers As





The vast majority of entrepreneurs start businesses where they are located.



3.
Invest In Placemaking
To Accomplish
#1 and #2



"Location decisions today start and end — with, 'do they have the people we want?"

Site Selection Consultant



"The pipeline of workers is the ultimate driving force of all relocation decisions today."

Site Selection Consultant



"Companies expanding or relocating know that 85 percent or more of their workers will come from the population already in place."

Site Selection Consultant



The Evolving Economic Development Model

Old Model

Recruit Employers

People Come

Community Grows Place Improves

Q of L Improves



The Evolving Economic Development Model

Old Model

Recruit Employers

People Come

Community Grows
Place Improves

Q of L Improves

Evolving Model

Support and Grow Existing Employers

Recruit New Employers

Get On The List!



The Evolving Economic Development Model

Old Model

Recruit Employers

People Come

Community Grows Place Improves

Q of L Improves

Evolving Model

Business Retention & Attraction

Create A Great Place

People Come

Employers Follow

Community Grows

Q of L Improves



Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well being.

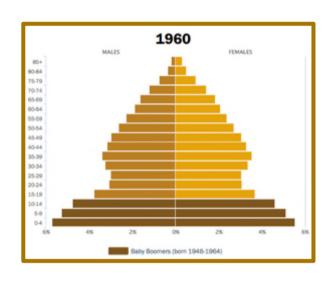
Source: Wikipedia



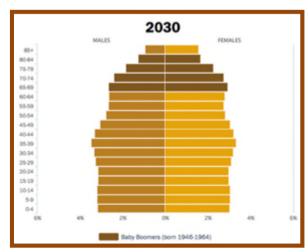
Placemaking Is Growing In Importance



The Coming Age Shift



America was once full of younger people, with few older adults



A permanent shift—fewer births and more living longer—results in a different America tomorrow



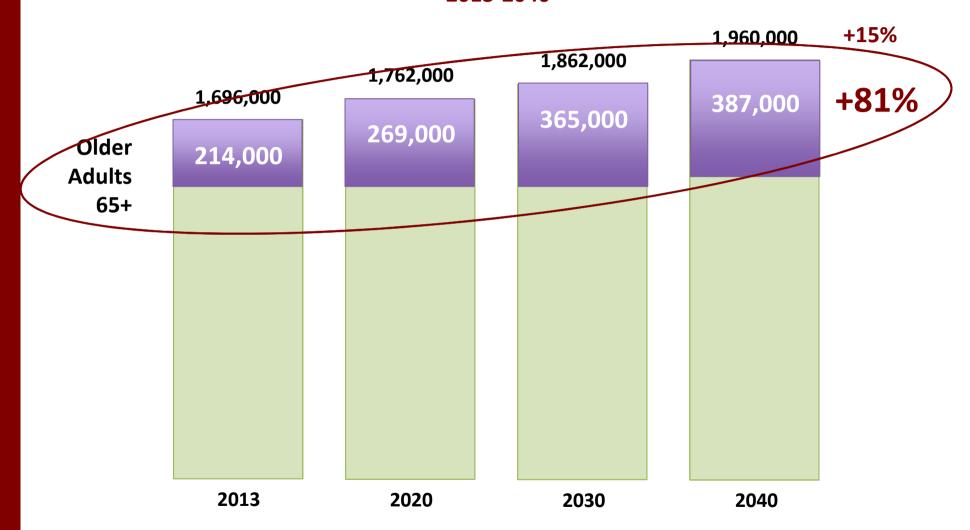
The Age Shift Will Impact Hampton Roads' Population



Hampton Roads PDC

Population Grown and Composition 2013-2040

vs.2013



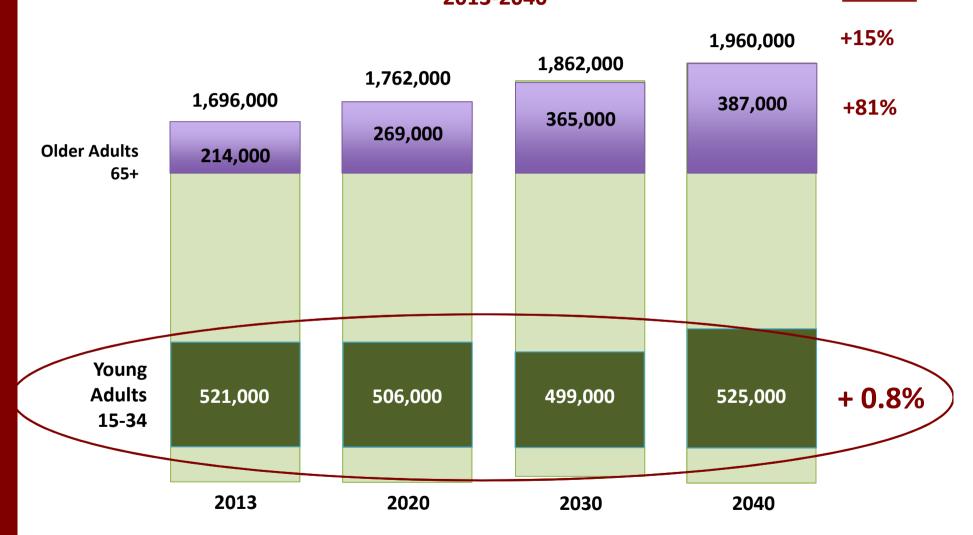
Source: Cooper Center on Demography, UVA, U.S. Census Bureau



Hampton Roads PDC

Population Grown and Composition 2013-2040



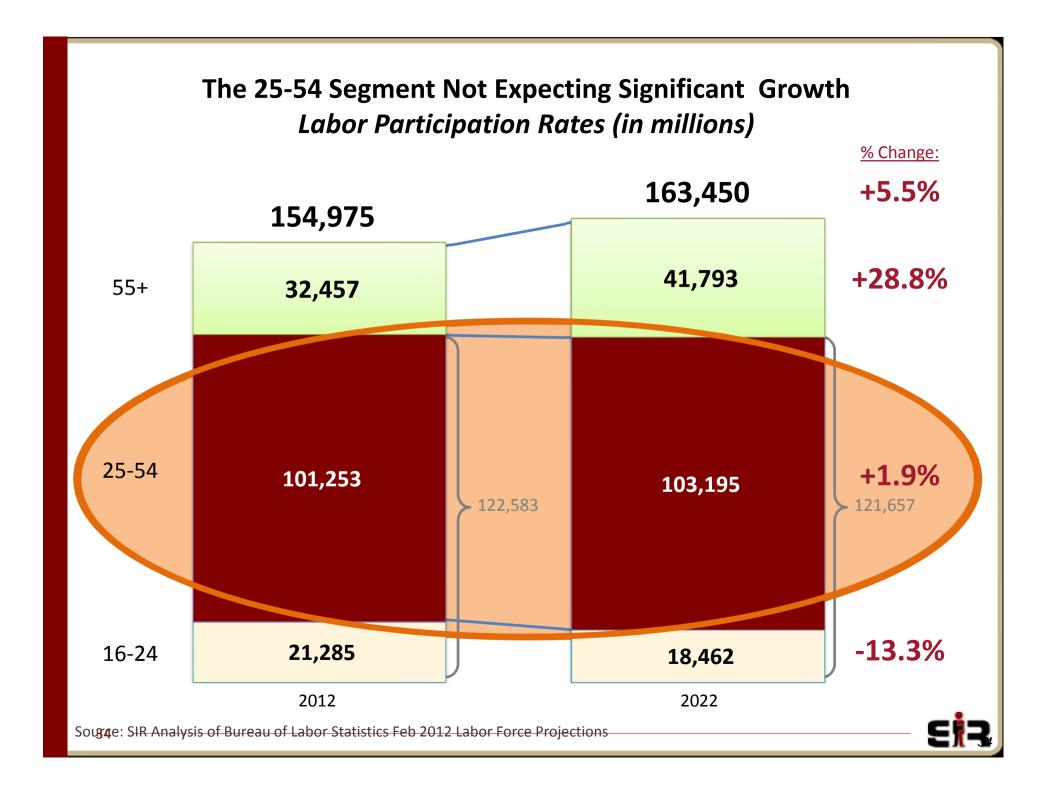


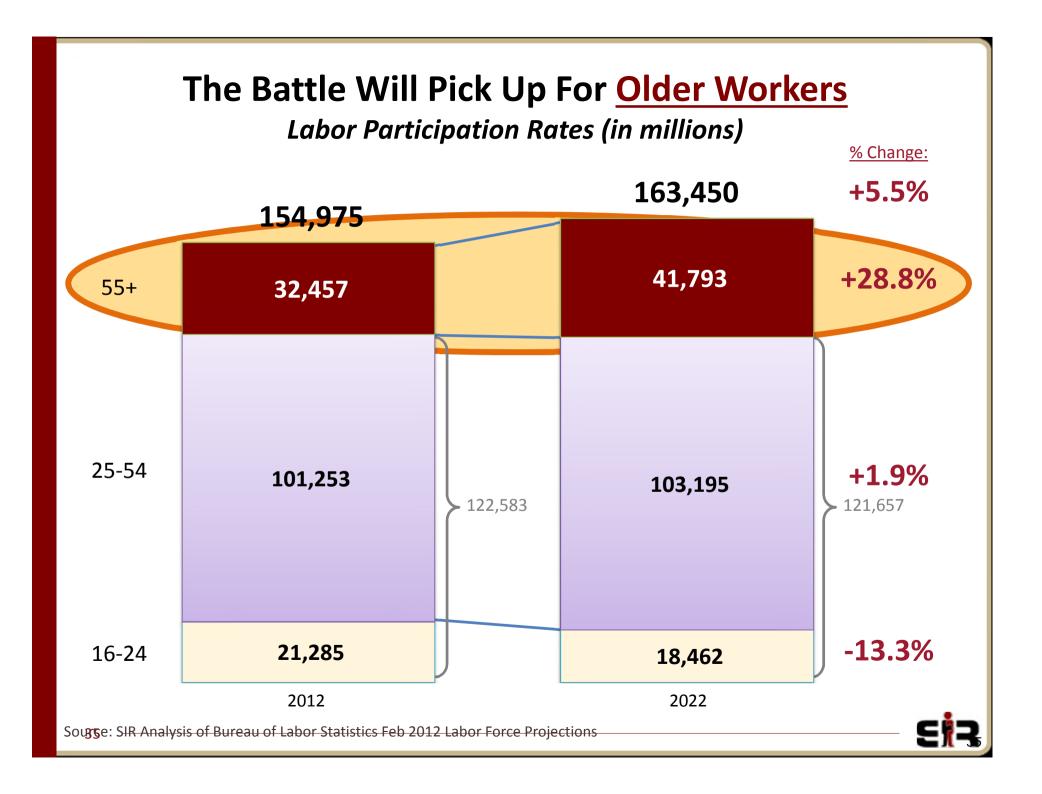
Source: Cooper Center on Demography, UVA, U.S. Census Bureau

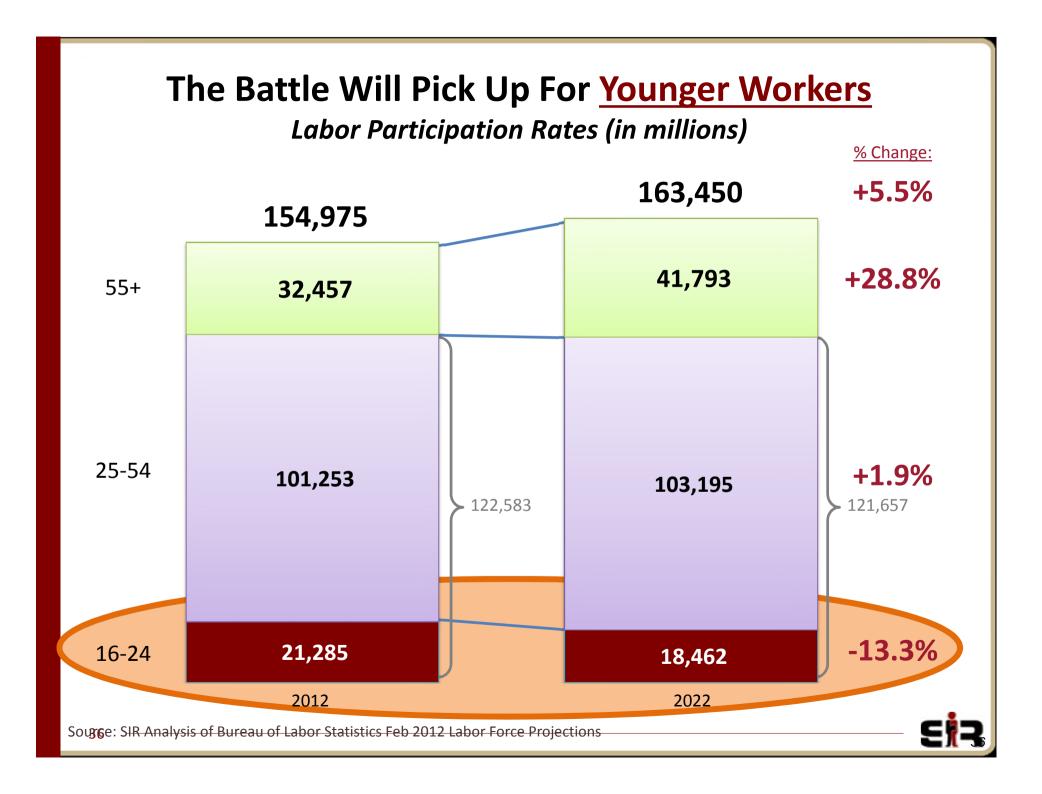


The Age Shift Will Impact Our Workforce





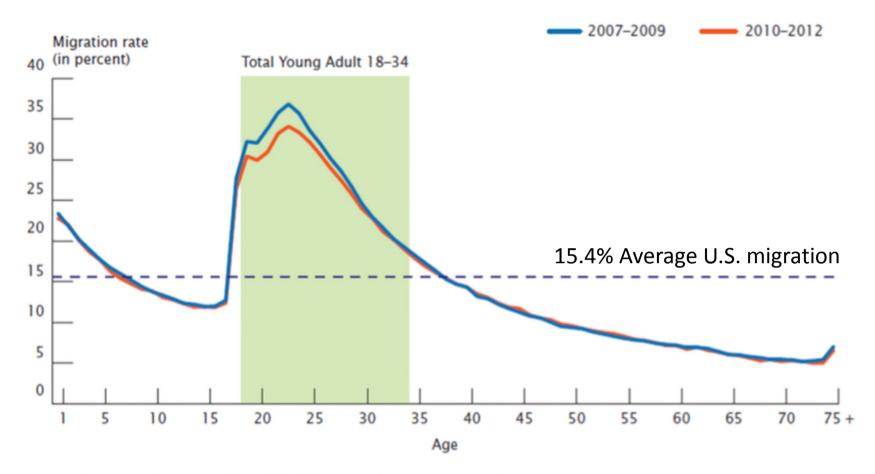




The Importance of Young People In The Equation



Age-Specific Migration Rates, 2007-2009 and 2010-2012



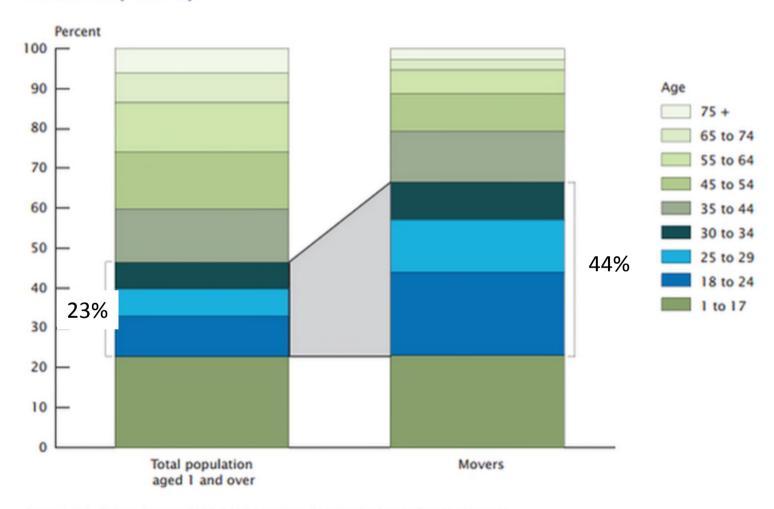
^{*}The average migration rate for the total population, 2007–2009 to 2010–2012.

Note: This figure does not include movers in Puerto Rico.

Source: U.S. Census Bureau, 2007-2009 and 2010-2012 American Community Survey 3-year estimates.



Age Composition of the Total Population and Movers, 2010–2012 American Community Survey



Source: U.S. Census Bureau, 2010-2012 American Community Survey 3-year estimates.



What Do Young People Want In A Place?



SIR's Millennial City Placemaking Research



Basics

For Millennials - Expectations for Safety, Variety of Employment, Quality and Affordability of Housing Top The List

	Raleigh NC	Wash. DC	Charlotte NC	Austin TX	Atlanta GA	Denver CO
Is safe	89%	87%	86%	91%	81%	90%
Has a variety of employment options	90%	82%	83%	85%	82%	87%
Quality <u>and</u> affordability of housing options	92%	83%	87%	87%	83%	83%
Offers outdoor recreation options	71%	60%	71%	77%	71%	76%
Offers a great food scene	76%	75%	78%	85%	77%	75%
Embraces creativity	59%	55%	58%	69%	59%	64%
Embraces innovation	70%	58%	61%	69%	60%	64%
Is near the mountains	28%	24%	40%	17%	30%	64%
Has access to water	59%	54%	64%	65%	54%	63%
Is bike-able/walkable	46%	50%	41%	43%	44%	61%
Has easy public transportation	42%	66%	40%	47%	46%	60%
Embraces small business/start- ups/entrepreneurship	54%	48%	60%	61%	54%	57%
Higher education options	76%	60%	60%	73%	62%	57%
Is diverse	60%	63%	55%	69%	55%	55%
Urban living environment	47%	59%	51%	60%	46%	53%
Offers an active music scene	51%	36%	46%	53%	49%	49%
Offers an active arts scene	42%	38%	44%	43%	42%	46%
Has rich history	42%	47%	39%	41%	42%	42%

Q20. When you think about a city as a place you'd really want to live, how important are each of the following to you?



Millennial Basic Priorities

1	Is safe	87%
3	Quality and affordability of housing options	86%
3	Has a variety of employment options	85%



Placemaking Attributes

		Raleigh NC	Wash. DC	Charlotte NC	Austin TX	Atlanta GA	Denver CO	
	Is safe	89%	87%	86%	91%	81%	90%	
	Has a variety of employment options	90%	82%	83%	85%	82%	87%	
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С	паѕ псп пізтогу	4 Z %	4/%	39%	41%	4 Z %	4Z%	

Placemaking

44 44

Millennial Placemaking Priorities

1	Offers a great food scene	78%
2	Higher education options	65%
3	Embraces innovation	64%
4	Embraces creativity	61%
5	Access to water	60%
6	Offers Outdoor Recreation Options	60%
7	Diversity	60%
8	Embraces small business/start-ups/entrepreneurship	56%
9	Urban living environment	53%
10	Has easy public transportation	50%
11	Is bike-able/walkable	48%
12	Offers an active music scene	47%
13	Offers an active arts scene	43%
14	Has rich history	42%
15	In near the mountains	34%



Is This List Really Important?

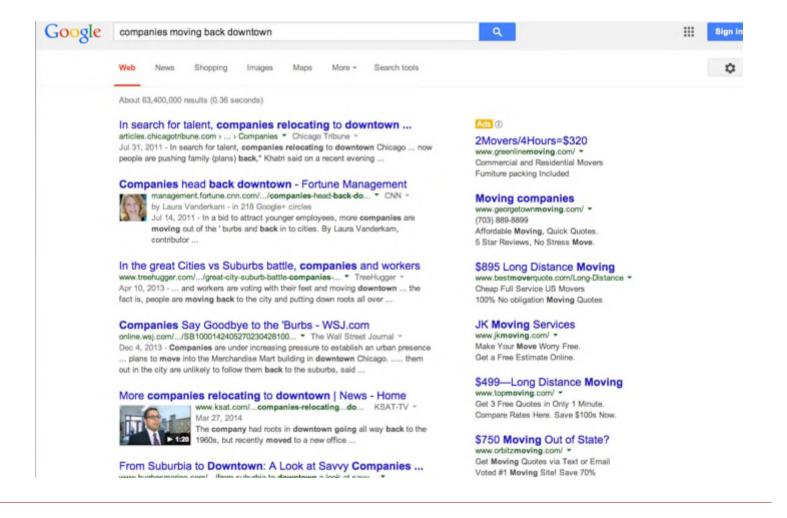


Millennial Placemaking Priorities

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8	Embraces small business/start-ups/entrepreneurship	56%
9	Urban living environment	53%
9 10	Urban living environment Has easy public transportation	53% 50%
10	Has easy public transportation	50%
10 11	Has easy public transportation Is bike-able/walkable	50% 48%
10 11 12	Has easy public transportation Is bike-able/walkable Offers an active music scene	50% 48% 47%
10 11 12 13	Has easy public transportation Is bike-able/walkable Offers an active music scene Offers an active arts scene	50% 48% 47% 43%

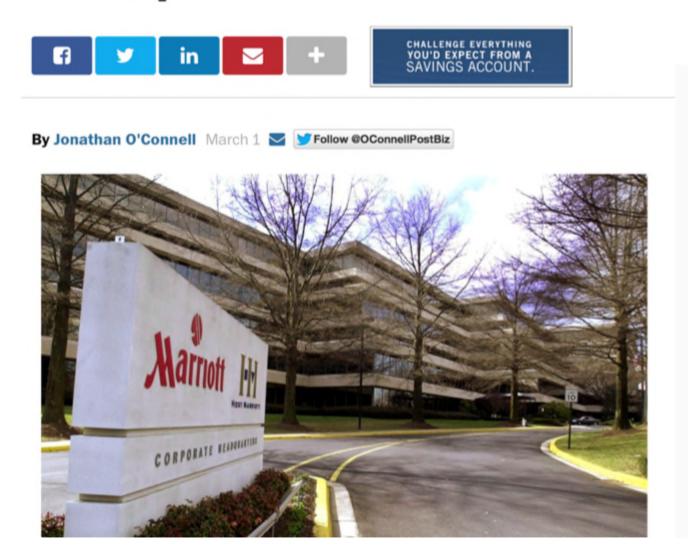


Companies Are Moving To Activity Centers





Marriott CEO: We will move our headquarters





"As with many other things, our younger folks are more inclined to be Metro-accessible and more urban."

Arne M.

Sorenson
Chief Executive





Core Values
Why American Companies are Moving Downtown









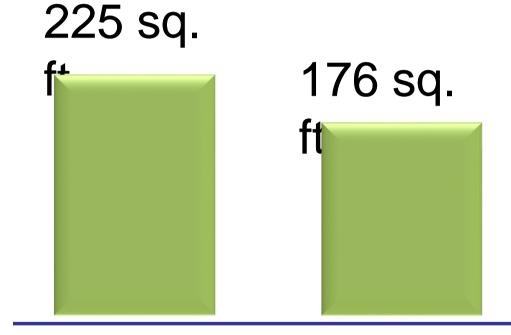
Center for Real Estate and Urban Analysis THE GEORGE WASHINGTON UNIVERSE "Talent recruitment and retention"



Business Activity Centers of the **Future** 15-Minute Livable Communities



Office Square Footage Per Worker



2010

2012

Source: CoreNet Global



Office Square Footage Per Worker



2010 2012 Future
Source: Human Resources Executive Online





Millennial Basic Priorities

1	Is safe	87%
3	Quality and affordability of housing options	86%
3	Has a variety of employment options	85%





Community Policing





CONTACT US



James Rogers
Director

401 Monticello Avenue First Floor Norfolk, VA 23510

Ph: 757-664-4080

EVENTS

Thu, Sep. 24 - Fri, Sep. 25 Virginia Statewide Neighborhood Conference

Sat, Sep. 26 Community Resource Fair

Sat, Sep. 26

DEA National Prescription Drug Take Back

VIEW ALL

QUICK LINKS

- CHDO RFQ
- Neighborhoods Blog

VIEW ALL

Neighborhood Development

The Department of Neighborhood Development was established to invest in residents, resources, and solutions to develop a GREATER quality of life for all neighborhoods in the City of Norfolk.

Director's Office

The Director's Office provides central management to the department and coordination of department resources. The primary focus of this division is vision setting, the delivery of efficient and effective services to neighborhoods and creating partnership opportunities with all neighborhoods of Norfolk.

- Policy Analysis
- · Budget Monitoring
- Partnerships
- Service Delivery
- Strategic Planning

Neighborhood Engagement

The Division of Neighborhood Engagement supports the interest of neighborhoods and community-based organizations.

- Civic Associations
- HUD Entitlement Grants
- <u>Neighbors Building Neighborhoods</u>
- Neighborhood Grants
- Neighborhood Service Areas

Neighborhood Quality

The Division of Neighborhood Quality supports the highest quality of life possible for neighborhoods by maintaining citywide standards.

- Code Enforcement
- Neighborhood Quality Programs
- Nuisance Abatement

IMPACT Call Cetner

The IMPACT Call Center is a single point of contact for residents. Through the IMPACT Call Center, residents can request a city service, obtain information on city services, or

Millennial Basic Priorities

1	Is safe	87%
3	Quality <u>and</u> affordability of housing options	86%
3	Has a variety of employment options	85%









Millennial Basic Priorities

1 Is safe 87%

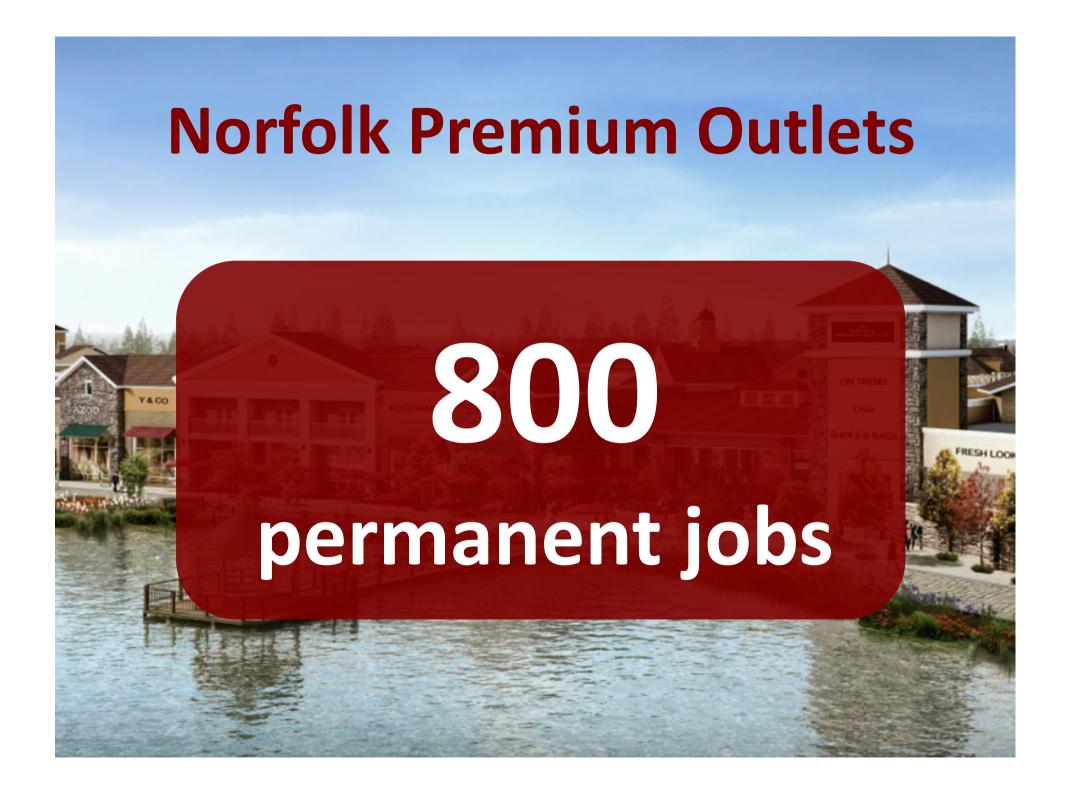
3 Quality and affordability of housing options 86%

3 Has a variety of employment options85%

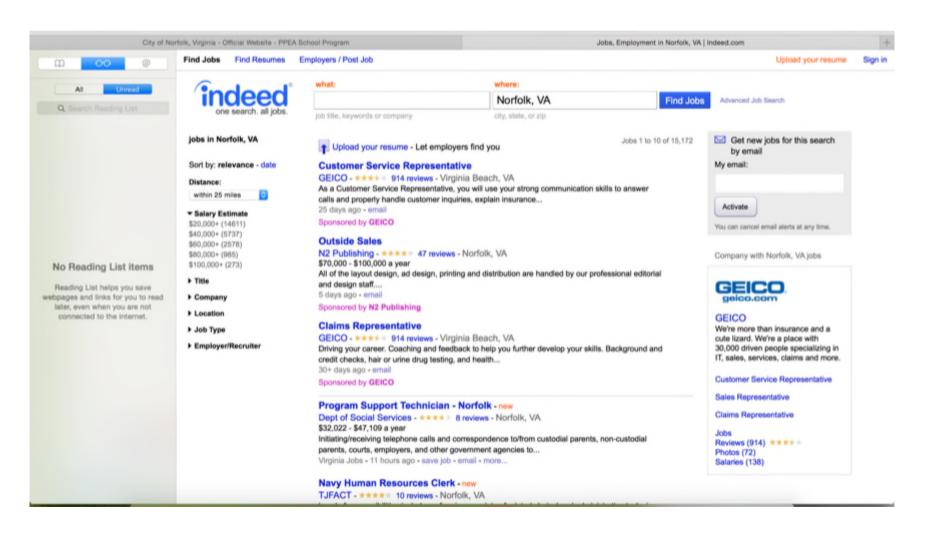








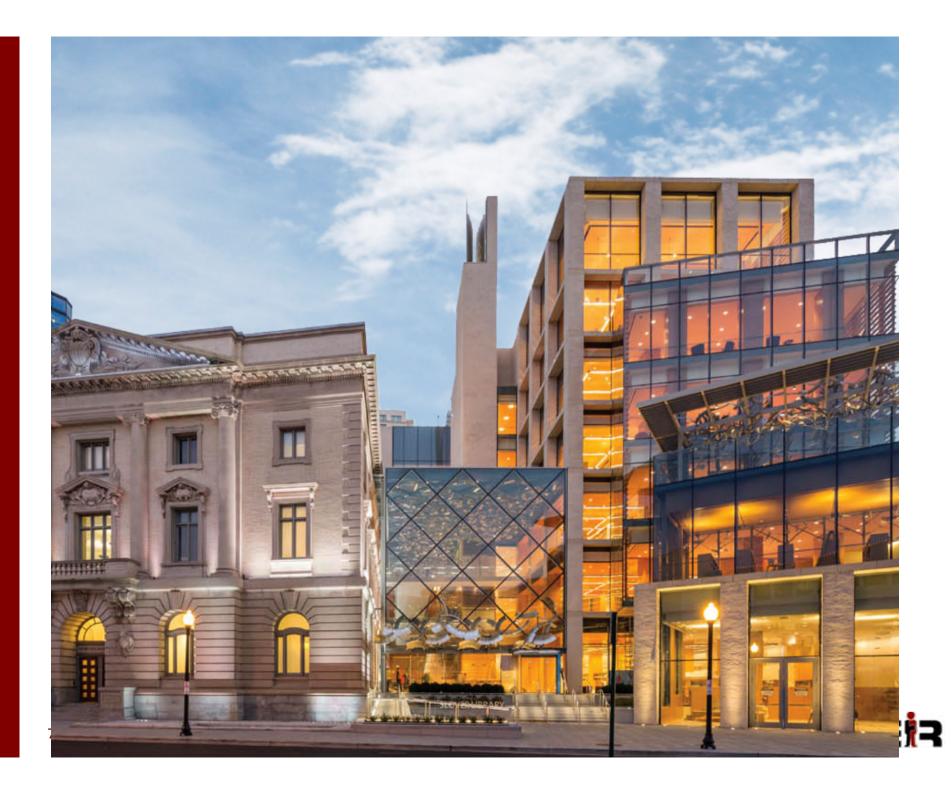
15,000 Jobs available in Norfolk, VA

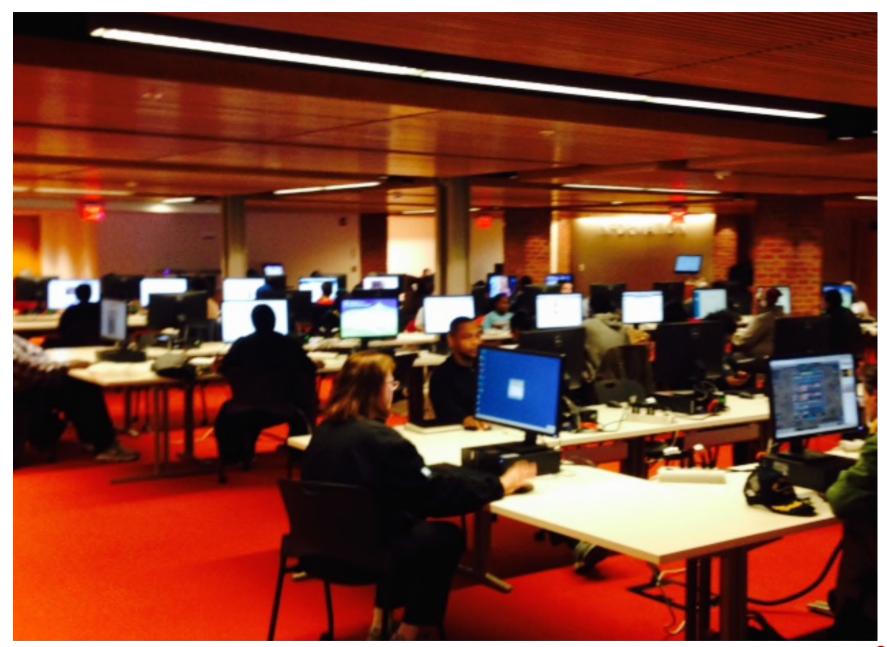




Norfolk Libraries As Workforce Training Centers









Millennial Placemaking Priorities

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The Best Cities for Entrepreneurs



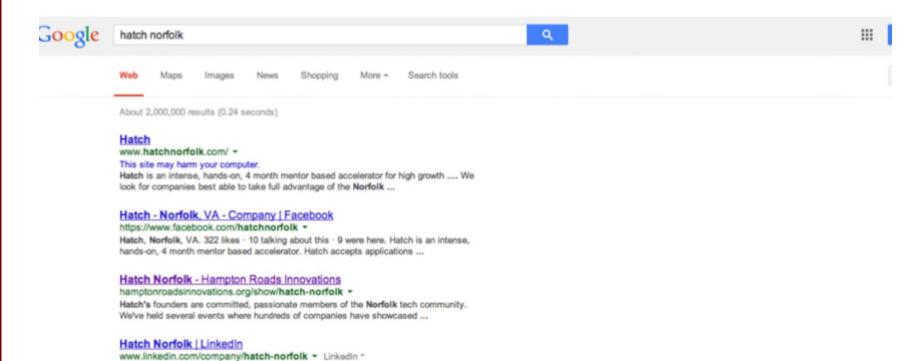
The search for the next Silicon Valley, Beach or Alley has become a mission for Shane Reiser, co-founder of the Startup Genome. His database of startup ecosystems has been cataloging founders, investors, deals and the local community since 2011, all in an effort to uncover the next big thing. This year, he's found five cities that have laid the foundation for small companies to find the investors and operational footing they need to grow big.







Hatch



Hatch Norfolk: Mentor-Based Startup Acceleration in Norfolk, VA ...



www.youtube.com/watch?v... YouTube **

LinkedIn strengthens and extends your existing network of trusted contacts. LinkedIn is

Jul 26, 2013 - Uploaded by Rebolts

a networking tool that helps you discover inside connections to ...

Learn about Hatch Norfolk, a mentor-based startup acceleration program located in Norfolk, VA. Learn more ...

Hatch Norfolk - A new app for small biz incubation and ... - YouTube



www.youtube.com/watch?v=UOprLp... ▼ YouTube ▼

Jul 17, 2012 - Uploaded by NorfolkTV Learn about "Hatching" new biz in Norfolk

http://www.hatehanfalk.com/.http://www.wagestitana.net Marfall



Norfolk's
Start-up and
Small
Business
Support
Programs &
Initiatives

Resource	Set Up / Events	Joining	Fee	Reference
757 Creative Space	Creative co-working space with all amenities: office or flex-space, lab room, printers, internet, phone service, kitchen, etc. in addition to occupation and conference room rentals	Flexible or dedicated leasing options by month or quarter.	Various packages. Ranges between out Line (6 day passes per possible at \$45 per possible dedicated desk service at \$249 per month. Discounts applied if purchased on a quarterly basis. Additionally, conference rooms may be reserved for as low as \$14 per session.	http://www.757cre ativespace.com/en
757Maker Space	Creative co-making space with 30 printers, laser cutters, green room, sowing machines, woodpuss stations, etc. Host a Makers Night every first Friday of the month whereas innovators portray their work	Day passes, quarterly or annual membership	Ranges between makers dozen (5100 for 13 day passes) to \$1200 for an annual membership.	http://www.757ma kerspace.com/
Alchemy	Creative community center / Better Block, Studio/Lab space for artists, videographers, carpenters, etc. Offered free use of its space to the public (summer)	Art oriented	N/A	http://hamptonroa ds.com/2013/08/aic hemy-rik-norfolks- public-art- headquarters
Better Block	Rapid zoning changes, new business creation, and building sales	N/A	N/A	http://teambetterbl ock.com/norfolk/
Colab	Creative co-working space with all amenities. Metal, wood, and various other materials are accessible.	Selection	N/A (no contact info)	http://www.studioc olabnorfolk.com/Ab out-Us.html
Cultural Alliance of Greater Hampton Roads	Conference for Arts Entrepreneurs – various workshops	Register for Conference	\$60 for non-members, \$45 for members, and \$20 for college students.	http://culturalallian ce.org/
Dominion Enterprises Hackathon	2 day hackathons (3 per year) — free food and winners design an app — technical talent acquisition group of Dominion (job prospects for college students)	Collegiate level teams (five students)	Free	http://hackathon.d ominionenterprises. com/
Eat The Streets 757	Two part program – either be a member (where you are on the roster to choose from) or acquire consulting if wanting to start a food truck for yourself.	Consulting for prospective new businesses or join as a member	Pricing for food truck members is \$50 per month put towards advertising	http://ets757.com/f ood-truck-meetups/
Hampton Roads Chamber of Commerce and Small Business Development Center	Propei (Mentor/Protégé) program — applications for businesses (retail protégés) to be matched with mentors.	Protégé Business side – must be generating \$100,000 in annual gress sales (or show extremely strong potential if brand new)	\$900 (protégés) - \$300 for Chamber of Commerce or Retail alliance, and \$600 annual program fee.	http://www.hampt onruadschamber.co m/news/article/nov ember/05/2014/pro pel-small-business- mentor, protege- kick off- announcement- reception/

Norfolk's
Start-up and
Small
Business
Support
Programs &
Initiatives

Hatch	Accelerator, workshops, seminars, etc. Stackhofful, networking events / Meet Ups (ex. Code for America, AIGA, UXPA, etc.). Annually host over 150 events. Typical program is a 2 and a half month relocation of a business to Norfolk – which then receives resources (legal, accounting, etc.), seed capital, as well as connections with many VC's and angel investors.	Space is limited to HATCH companies which are selected (ongoing basis)	1000-4 program \$299 annual (mentorship, workshops, and access to investor network), 6Figure Venture Course (7 days) \$447. Traditional HATCH program requires an 8% equity stake in the company selected.	http://hatchnorfolk. com/
Innovatel Hampton Roads	Economic Gardening Network Hampton Roads Technology Council	Open	pricing	http://www.innovat ehamptonroads.co m/entrepreneurs
Innovation Research Park	House various lab space and entrepreneurial resources in 1: Business Gateway, Veterans Outreach Center, Women's Business Center, IP professionals, and the Virginia Applied Technology and Professional Development Center (prototype development and)	Tenant based on visitor to the various departments	Available spaces range from single person Collaboration Suites to 20,000 square feet of contiguous space – and everything in between. IRP also has Flexible Wet Lab suites, immediately roady for occupancy. Walting on pricing	http://wexfordscite ch.com/our- portfolio/represent ative- projects/innovation -research-park-odu/
Meetuos / Popups	Various industry and demographic groups for business/passion orientated meetings	Organic or run through other entity listed	Free	http://10.6.47.19:1 5871/cgi- bin/blockpage cgi? ws- session=294013016 4
MxBitReaple.	Small business consultants that assist with project-by-project support, host networking meetings, administer workshops pertaining to marketing (and SEO), leadership, customer service, IT, and project management	Annual membership	\$800 value – currently \$250 membership for a year. The first 100 members, as they are new, have a 50% discount (\$125).	http://www.mybizp pl.com/
Norfolk Entrepreneur Express	Workshop designed to provide information regarding business resources, strategies, financing, etc.	One day workshop	Free	http://events.vastar tup.org/events/929
Norfolk Fair Trade Company	Co-working/making/selling space. Learning Sessions pertaining to financing, innovation, mentor perspectives, etc.	Apprenticeship program or open (workshops)	Free seminars but must register due to limited space Pricing for Apprenticeship program	http://www.norfolk fairtrade.com/
NSU - Hodge Institute for Entrepreneurship	Consulting center for NSU students / Seminars, workshops, competitions, entrepreneur-in- residence program, entrepreneurial internship program, etc.	Must be enrolled, in some facet, at NSU	Free	https://www.nsu.ed u/business/hodge- institute/resources- and-programs
ODU Business Gateway - Hampton Roads Procurement Assistance Center	Assist small/new business with obtaining government contracts. Technical and management assistance to small/new businesses in the region	Those interested in securing government contracts	Free	http://www.odu.ed w/partnerships/busi nesu/gateway/progr ams/hrpac



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Business
Support
Programs &
Initiatives

ODU Business Gateway - Small Business Transportatio n Resource Center	1:1 consulting, bonding education program, short term lending program, help small business compete for federally funded transportation projects.	Those interested in securing, government contracts	Free	http://www.ndu.ed u/partnerships/busi ness/gateway/progr ama/sbtrc
ODU Business Gateway – Technology Applications Center	Part of network of expertise regarding technology and engineering — enable solutions that are optimized in terms of efficiency and costs (or growth). Workshops, assessments certificates	Anyone – industry specific (tech/engineering) or anyone who could benefit from lean processes	Assessments are free but workshops and certificates cost	http://www.odu.ed u/partnerships/busi ness/gateway/progr ams/tac
ODU Business Gateway - Veterans Business Outreach Center	Mentorship, business plan (feasibility) prep, workshops, etc.	Open to veterans/active-duty	Free	http://www.odu.ed u/partnerships/busi ness/gateway/progr ams/vboc#
ODU Business Gateway - Women's Business Center	Mentorship, business plan (feasibility) prep, workshops, etc.	Open to women	Orientation is free but most seminars range between \$15 and \$25 per session	http://www.odu.ed u/partnerships/busi ness/gateway/progr ams/wbc
ODU Strome Entrepreneuri al Center	Consulting center for ODU students / Seminars, workshops, weatusehing system, competitions, mentorships	Must be enrolled, in some facet, at ODU	Free	http://odu.edu/imp act/entrepreneurshi p/strome
Opportunity Inc.	Launch Hampton Roads – Business Startup 40 hour course	Application	Pricing	http://opp- inc.org/job- seekers/workforce- centers
Retail Alliance	Lobbying/advocacy, customer service/employee-training, workshops, seminars, discounted advertising, and a resource library	Membership	\$350 for retailers and \$400 for associate (non-retailer) members – annually.	http://retailalliance, com/
SCORE	Mentoring (retail alliance), counseling, workshops, seminars	Open	Free	http://scorehr.org/
Tidewater Community College Entrepreneurs hip Training	Center for Workforce Solutions offers summer training in entrepreneurship related to marketing, sales, accounting, finance/credit, and other workshops/training, Launch Hampton Roads training provider.	Open	Free	http://www.tccwor kforce.org/blog- categories/185- entrepreneurship- training-available

Workforce Resources for Veterans

ODU Veterans Business Outreach Center

TCC Center for Military and Veterans Education

Regent University Military Resources

Virginia Values Veterans (V3)

Opportunity Inc Guide to Hiring a Exiting Military Personnel or Other Veterans

Hampton Roads Military and Federal Facilities Alliance









Search ...

Q

START. GROW.IMPROVE. EXPAND RELOCATE. YOU'VE COME TO THE RIGHT PLACE.



Millennial Placemaking Priorities

1	Offers a great food scene	78%
2	Higher education options	65%
3	Embraces innovation	64%
4	Embraces creativity	61%
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13	Offers an active arts scene	43%
14	Has rich history	42%
15	In near the mountains	34%









Norfolk Arts District

2,227 likes - 203 talking about this

Non-Profit Organization

Follow this page to keep up with the Norfolk Arts District as it develops.

Official launch date: April 2014.



About

Photos

Metal Works)

UrbanGlass

Classes The Studio Events Glass Quarterly Support Visit Us Shop

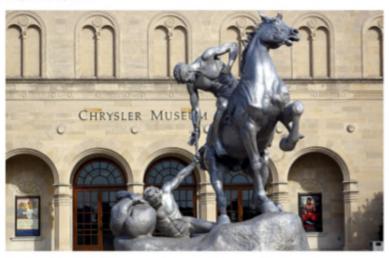
Hot Sheet Subscription Current Issue Back Issues About Advertise Resources

Wednesday September 16, 2015 | by Andrew Page Tweet 41 Like 4978



Chrysler Museum of Art officially announced as site of 2017 Glass Art Society Conference

FILED UNDER: ANNOUNCEMENTS, EVENTS, MUSEUMS, NEWS

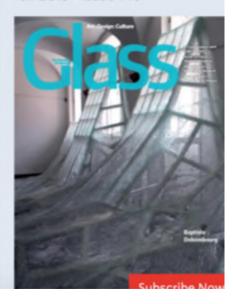


Exterior of the Chrysler Museum of Art in Norfolk, Virginia.

GLASS: The UrbanGlass Quarterly, a glossy art magazine published four times a year by UrbanGlass has provided a critical context to the most important artwork being done in the medium of glass for 35 years.

The Latest Issue

Fall 2015 Issue 140





Millennial Placemaking Priorities

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Norfolk Waterfront District Planning

Harbor Park

Dominion Tower

Sheraton Hotel

The Waterside – presenting all

businesses

HRT Ferry

Carrie B Harbor Cruise

Waterside Marina

American Rover Harbor Cruise

Spirit of Norfolk Harbor Cruise

Victory Rover Harbor Cruise

Water Taxi Service

Festevents representing the daily

operation of the park and special

events

City of Norfolk Office of Special

Events

City of Norfolk Parks and

Recreation and Open Spaces

Nauticus

Cruise Line operations

Half Moon

USS Wisconsin

Sailing Center

Navy Museum

Pagoda and Friendship Park

Freemason Civic League

Norfolk Historic Society—Fort

Norfolk



Proposed Work Plan for the Establishment of the Downtown Norfolk Waterfront District (DWD)

The following work plan is designed to guide discussion on the establishment and organization of a Downtown Norfolk Waterfront District for the purpose of collaboration among the principle partners in order to activate mutually benefitting efforts in the areas of:

- Consistent Communication
- · Cohesive communication/marketing messages
- Collaboration for advocacy with City of Norfolk, State of Virginia, USCG, Army Corp of Engineers, and other relative organizations and entities.
- Scheduling and Event/Activity Coordination
- · Co-funding for shared projects
- Collaboration on information that demonstrates Economic Impact of Entities
- Marketing: Create Exciting Brand for the Downtown Norfolk Waterfront, Collaborate on Marketing Messages, Print Materials, Internet/web/Social Media, Co- Advertising and Promotions, and much more in this category
- Event Planning and Waterfront Activation (Active and Passive)—on land and on water
- Visitor/Customer Service
- Research and Information
- · Safety and Security
- · Waterfront Amenities (seating,
- · Signage and Way finding
- Maintenance
- Landscaping, Lighting and Décor
- Capital Projects and Major Infrastructure Considerations
- Long Range Planning

The following outline describes initial steps in the process of establishing the Downtown Waterfront District:

- 1) Establish the Boundaries that define the DWD:
 - Harborpark to (Option 1) USS Wisconsin
 - Harborpark to (Option 2) Pagoda and Friendship Park, including the Lone Sailor Memorial.
 - Harborpark to (Option 3) Freemason Harbor District to Brambleton Ave.
 - Harborpark to (Option 4) Front Street including Fort Norfolk, Plume Street and the Elizabeth River Bike Trail.
- 2) Identify the Principle Partners invited to help shape the direction of the DWD- these are the key principles who will hold membership on the work group:



Making The
Most Out Of Our Water
Will Be The Ultimate
Rallying Cry
of Being Are Resident In
Norfolk



Lessons Galore



#1 Think Big







SAV

BHAG



Tampa Bay Area





40 acres near Amalie Arena.

New home for USF's medical school.



+9 Million Square Feet





#2 Showcase Norfolk's DNA





World-class destination that excites the senses and celebrates our resilient waterfront culture and maritime history.



#3 Involve Everyone







#4

(Long-term)

Include All 144 Miles



#5 (Long-term) Include Portsmouth?



Auckland

DEVELOPING A VISION



Carling was

A 'whole of waterfront' approach

The aim of this vision is to develop an overarching framework for the whole of the CBD waterfront area, stretching from the Harbour Bridge in the west through to Teal Park in the east. The vision has a long-term planning horizon out to 2040, reflecting the need to consider the staging and timing of future changes.

By taking a big picture approach, the vision sets the high-level, strategic direction for the waterfront area. This framework sits above the detailed planning for specific areas.

Following the adoption of the vision, more detailed planning work focusing on specific precincts or parts of the waterfront will be undertaken. Detailed planning will align and fit in with the principles of the vision.

Public input

Throughout the process of developing the vision, both councils have been committed to involving key businesses, industry representatives and the wider community.

The draft vision, 'Linking people, city and sea', was released for public consultation in February 2005. The consultation focused on getting feedback on key elements and themes of the vision. It also included a questionnaire on various parts of the draft vision. Consultation included public meetings, open days at the Viaduct Harbour, meetings with stakeholder groups, a mail-out to 2500 residents and distribution of the publication to 140,000 households in Auckland city.



Millennial Placemaking Priorities

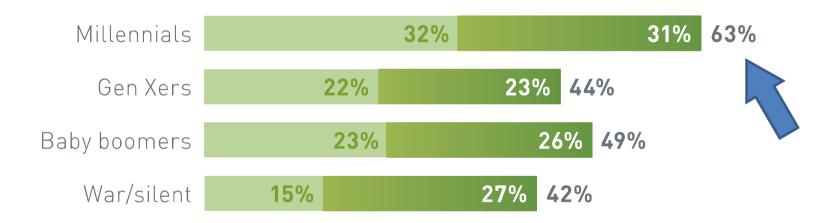
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		,



Millennials are not car-centric

"I would like to live in a place where I did not need to use a car very often."

Percent Agree/Agree Strongly



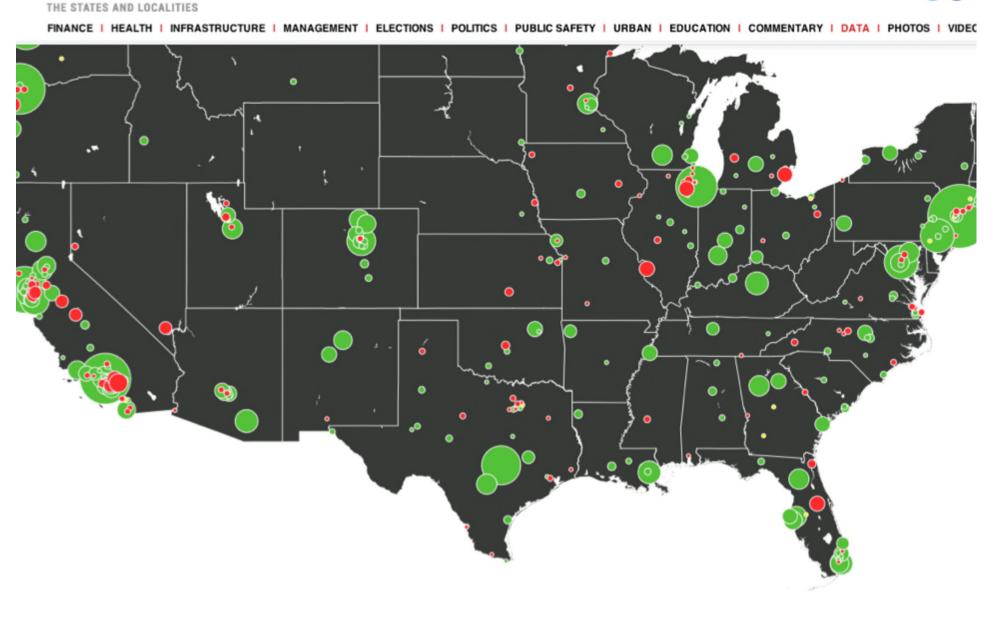
Source: America in 2015 A ULI Survey of Views on Housing, Transportation, and Community



GOVERNING







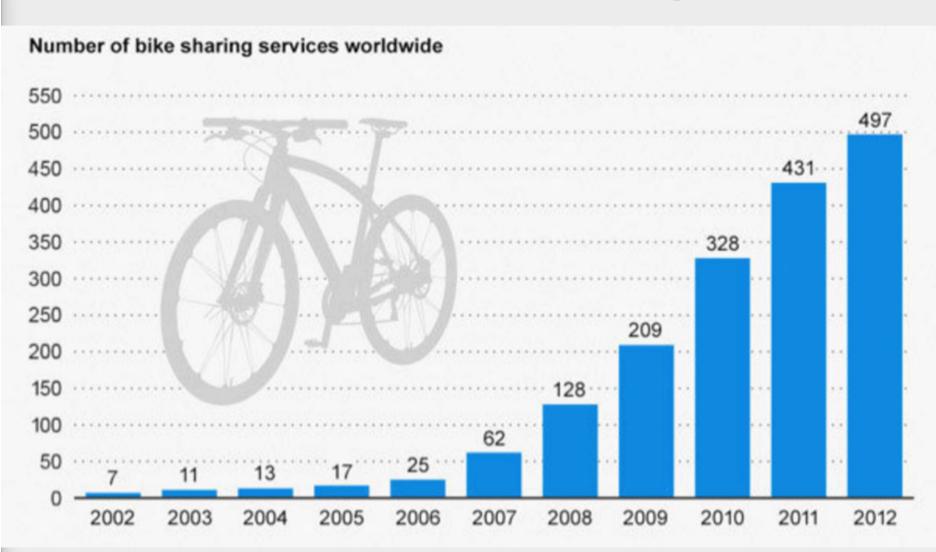






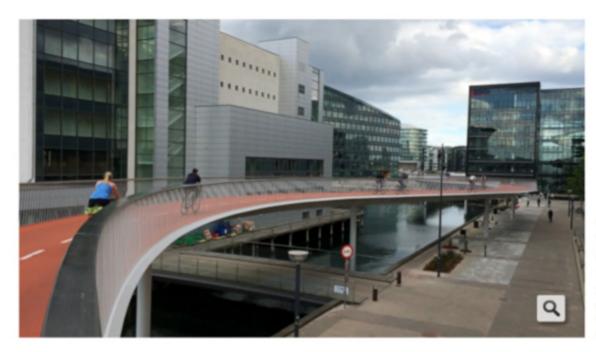


Bike Sharing



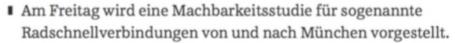
21. Juli 2015, 18:52 Uhr Radschnellwege auf dem Prüfstand

Autobahnen für Radfahrer

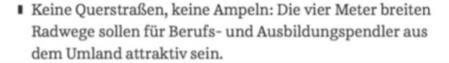


So kann es aussehen, wenn Fahrradmobilität ernst gemeint ist: die Fahrradbrücke "Bicycle Snake" in Kopenhagen. (Foto: Flickr: surelars / CC-BY-ND / Via creativecommons.org)













Lesen Sie, so viel





Really Partner With HRT





Millennial Placemaking Priorities

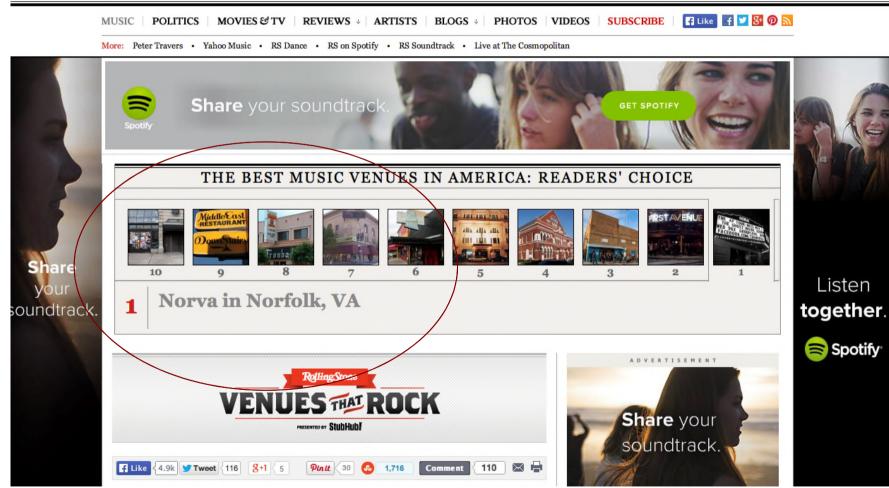
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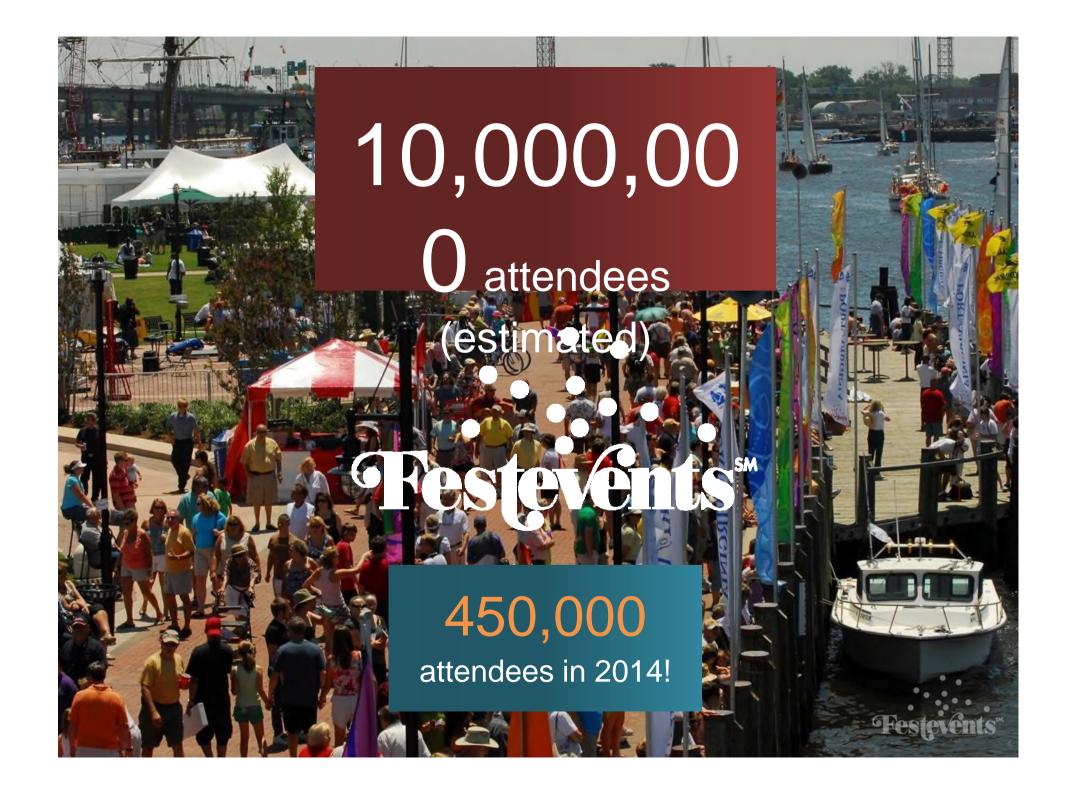




Search







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	Higher education options Embraces innovation Embraces creativity Access to water Offers Outdoor Recreation Options Diversity Embraces small business/start-ups/entrepreneurship Urban living environment Has easy public transportation Is bike-able/walkable Offers an active music scene Offers an active arts scene Has rich history



Millennials Describe Norfolk As...

diverse





3 Years Later? There Many, **Many Positive** Things Going On In Norfolk



Awards & Recognition

- Entrepreneur Magazine named Norfolk as a Top 5 City for Entrepreneurs.
- HUD ranks NRHA programs among nation's best (scoring 135/135 in the HCV program).
- Named to the Rockefeller Foundation 100 Resilient International Cities program.
- National League of Cities recognizes Norfolk in five categories of Let's Move Award
- GFOA Award for Excellence in Budgeting AND GFOA Award for Excellence in Financial reporting
- ICLEI Names Norfolk in Top 20 of City/County Leaders on Resilience
- Rolling Stone Names NORVA Best Small Venue
- West Freemason named 2013 Great Neighborhood by American Planning Association
- Norfolk has been named
 Prica's Most Towns Sity by The Kellow
- Norfolk Better Block fe partmy orba lies an Report on
- CNN Money Names Norfolk Best
 Ret
- Southeast Tourism Society Name
 olk 20
 ATO Fest
 Top 20 Eve
- Wells Theater receives the Virginian Sciety A sees of Time Vard
- GFOA Certificate of Achieva CAFR endir e 2012
- USAA Names Norfolk Bg
- Norfolk named Playful
- The National League of Cities has recognized the City of Norfolk for completing key health and wellness goals for Let's Move! Cities, Towns and Counties (Parking Rolls out New "Green" Fleet and wins City's first "Green Leader" award
- Norfolk was the recipient of a 2013 American Cities of the Future award, ranking in the top ten in infrastructure for the mid-sized city category.
- Norfolk's Department of Utilities Receives the 2013 Virginia Water Environment Award
- Larchmont Wins Virginia Board of Education Distinguished Achievement Award
- Norfolk Receives All-America City Award
- NEL Anti-Bullying Video Receives Bronze Telly Award
- Norfolk Comprehensive Plan Wins Top Award plaNorfolk2030 recognized as "Best in State"
- Norfolk received top public relations award for Meet, Greet and Imagine from Public Relations Society of America
- Norfolk applied and was selected by the Rockefeller Foundation to participate in the RE.invest initiative to foster innovative public-private partnerships

Awards & Recognition

- USA Today named Norfolk a Millennial Magnet.
- Norfolk All-America City Award
- Received Gold Level certification as a Virginia Values Veterans employer.
- First city in Hampton Roads to build permanent supportive housing for the homeless
- Norfolk Arts Center receives the Governors Arts Awards' Organizational Achievement Award.
- GFOA Award for Financial reporting
- ASPAHR Julian F. H. Award for linguist of Service arcus Jones
- USA Today Norfol
 Count
 Count
- Maury and Norview high schools are among the best in the United States and Virginia, according to U.S. News & World Report's Best High Schools rankings
- Ocean View Elementary School Principal Lauren Campsen for being chosen as the 2014
 Virginia Distinguished Principal of the Year
- MacArthur Memorial Receives TripAdvisor Award of Excellence
- Norfolk named top 10 emerging cities for global trade by Global Trade Magazine



Awards & Recognition

- NRHA received Best Renovated or Historic Rehabilitation Project Award of Merit for the Governor's School for the Arts (HRACRE Design Awards).
- International Downtown Association awards Downtown Norfolk Council a Merit Award for the Park Happy Campaign.
- The Slover Library wins an Architectural Design Award by the American Institute of Architects and the American Library Association.
- The National League of Cities (NLC) has ranked Norfolk #1 out of 499 localities in the United States for its ongoing efforts in the Let's Move! Cities, Torontology (LMC) paign.
- Public Technology Insti mmunity OIT ZOIO. Citizen-Engaged nated olk as Communities is a designation pr s in the Ur nize excellence in multi-channel for and co States to r contact centers and best praction ds Manage **(CPM) systems, 311 systems, web the f Citizen tionship/R portal technology, telephony ations infr cture. s and le comm
- National League of Cities by Ked Norfo out of 4 collities in Let's Move! Cities, To an and Counties campaign
- NerdWallet, consumer accy website, needs Norfg and nong top 20 and t cities for college grantes to find jobs
- League of American Bicyclists awarded Norfolk bronze designation as one of 42 Bicycle Friendly Communities
- GFOA Award for Excellence in Budgeting AND GFOA Award for Excellence in Financial reporting
- Norfolk Receives GFOA Recognition for CAFR for 29th consecutive year
- ICMA Voice of the People Award Natural Environment
- 3CMA Award of Excellence Norfolk Collaboratory
- Ranked #1 out of 499 localities in the country in National Let's Move! Cities, Towns and Counties (LMCTC) campaign by the <u>National League of Cities</u> (NLC).
- Slover Library Top Library in Country Worth Traveling To
- <u>Norfolk Public Schools</u> has earned a \$1.5 million grant to support military-connected children. The grant, called "Operation Thrive: Moving Beyond Resilience," will assist 10 schools that educate large percentages of military-dependent students.
- Virginia International Tattoo named TOP U.S. EVENT by American Bus Association



2015 Initiatives Underway

- Community Policing
- IMPACT
- Neighbors Building Neighborhoods
- NEON New Energy of Norfolk
- Open Data
- Poverty Initiatives
- Reinventing Norfolk Public Schools
- Complete Transit System

- NorfolkFirst Funds
- Renovate Norfolk
- Housing Initiatives Vacant Property / GEM Program
- Business Cafés
- Export Initiatives
- Complete Streets
- Vision 2100
- 100 Resilient Cities
- Dutch Dialogues



2015 Bricks & Mortar Underway

- New Boxing Center
- Outlet Mall
- The Main
- Waterside District

- Tarrants Bay (Ft Norfolk)
- Harbor's EdgePhase 2
- Five NPS
- Sam's Club





Do A Better Job Communicating All That's Happening



Do A Better Job Communicating Norfolk's Success And What It Means For Residents and Businesses



Key Audiences

Residents
Businesses
Visitors
Third-parties & Partners

Business, Media, Regional public and Private Partners, State Government, Etc.



A Marketing Plan

- 1. Create And Advance Norfolk's Seamless Message
- 2. Refresh the City Government's Brand (Assets, Programs and Initiatives)
- Increase Familiarity of Services And Community Attributes
- 2. Stimulate Trial Get People to Experience Norfolk
- 3. Build a World-class Centralized Marketing Dept.



1

Create And Advance Norfolk's Seamless Message

(The Place)



Norfolk's Overall Message Architecture





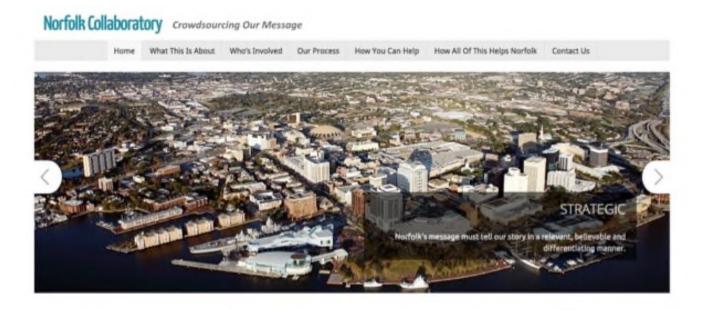






The Norfolk Collaboratory

Crowdsourcing Norfolk's Message Architecture



The City of Norfolk is going through a transformative period. The timing of an unprecedented number of new and expanding commercial real estate developments and neighborhood placemaking activities is creating a unique opportunity to share Norfolk's exciting story with the world – who we are and where we are headed.

Success will be based on our ability to craft and communicate our story in a relevant and seamless manner, where the whole (overarching message) is greater than the sum of its parts (specific development projects). To this end, the City of Norfolk, Festevents,
and the Downtown Norfolk Council have joined forces to create the Norfolk Collaboratory – a fun and creative way to
crowdsource Norfolk's story. To jump-start the process, we need your help. Just follow the three easy steps detailed below.





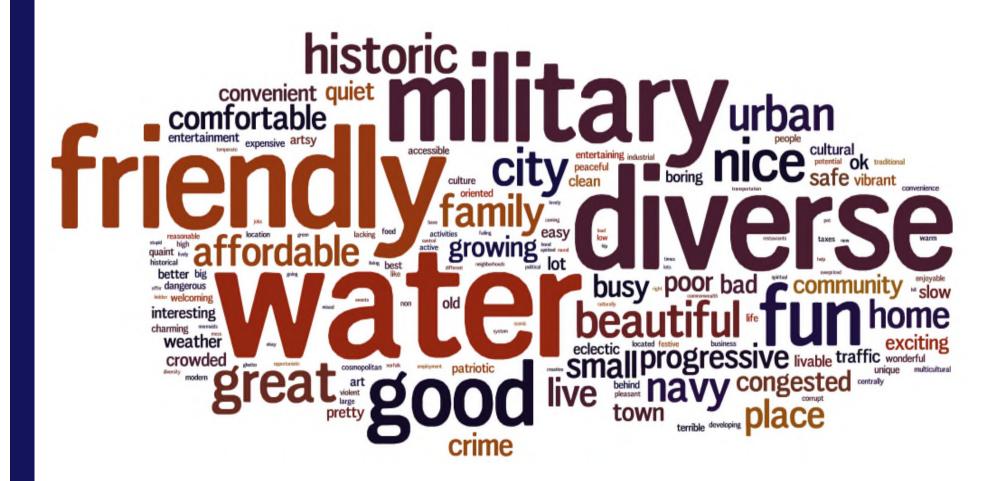
We Tested Core Messaging Through The Resident Study

"From your perspective, what three words best describe Norfolk's brand personality? Compared to other cities,

Norfolk is..."



"Water," "Friendly," "Diverse," and "Military" Are Most Used to Describe Norfolk





We are creating an amazing community where people desire to live, work, and play.

POSITIONING STATEMENT:

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

Whether you are a resident, worker, or visitor, Norfolk is an amazing place where you feel welcomed, connected, and fulfilled. Here you quickly become part of a dynamic and authentic urban waterfront community.

premier assets and attractions

his brand message architecture serves two very work, and glay in Nortole. Second, the temp inform the development of Norfolk's future facemaking and product development and recr Norfolk's unique and compelling story

the City Council, and over one thousand engaged star holders, named who live, work, and play in Norfolk. To olders, people who live, work, and play in Norfolk loudheastern Institute of Research provided research atrakegy slevelopment support.

THE HORFOLK COLLABORATORY

Each word in this statement is significant:

- NORFOLK The entire city, not just downtown
- VIBRANT AND HISTORIC PORT CITY An active port for over 400 years
- AMAZING PLACE Norfolk has surprises around every corner
- & CULTURALLY DIVERSE CITIZENS Living, working, playing together
- MILITARY AND BUSINESSES With a shared passion to move Norfolk forward
- CREATING Makers and doers actively investing in building something great
- J. DYNAMIC Ever-evolving, growing as a community and city
- AUTHENTIC Neighborhoods, port culture, architecture, parks
- & URBAN WATERFRONT A natural asset that sets Norfolk apart from other cities
- COMMUNITY Making Norfolk a welcoming and accepting place for all
- IN AMERICA An aspiration to become a most preferred city and destination

WHAT MAKES HORFOLK UNIQUE?

What three words describe Norfolk when compared to other cities? Diversity, History and Water. This Wordie™ chart shows the words mentioned most often by residents, workers, and visitors in a recent survey. The larger the word, the more times it was mentioned.

Vibrant, Inclusive, Diverse, Creative, Innovative, Transformative, Urban, Hip, Nautical, Laidback, Fun, and Welcoming.

A NOTE ON TAGLINES:

PERSONALITY:

"Life. Celebrated Daily." is Norfolk's current tagline. For this initiative, let's take a step back from using a tagline and see what emerges from Norfolk's creative culture, which has already developed communityinspired expressions like "NFK" and "We're not Norfolking around."

Let's also take this opportunity to refresh and update Norfolk's mermaid, embracing different looks and uses.





POSITIONING STATEMENT:

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

BRAND PROMISE:

Whether you are a resident, worker, or visitor, Norfolk is an amazing place where you feel welcomed, connected, and fulfilled. Here you quickly become part of a dynamic and authentic urban waterfront community.



How Organizations Across Norfolk Are Now Using This Brand Architecture

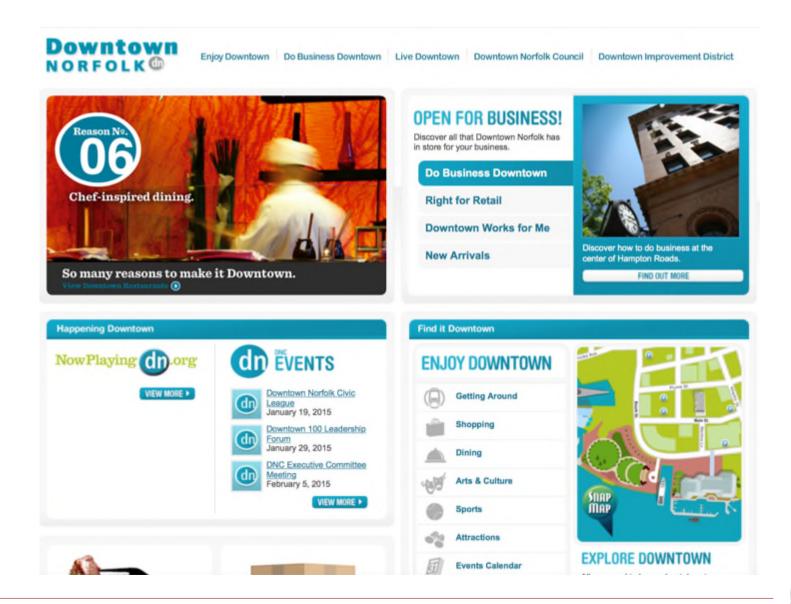


Downtown Norfolk®

Downtown Norfolk Council

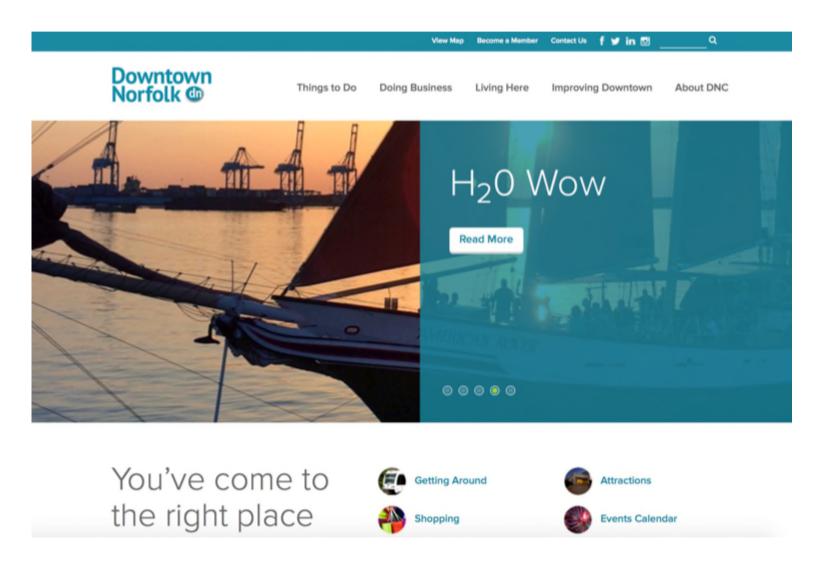


Old DNC Website



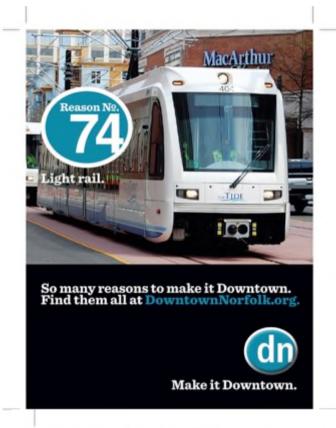


New DNC Web Site





Old DNC Print Ads







New DNC Print Ads

"Things To Do On Water Or Land You Won't Find Anywhere Else"



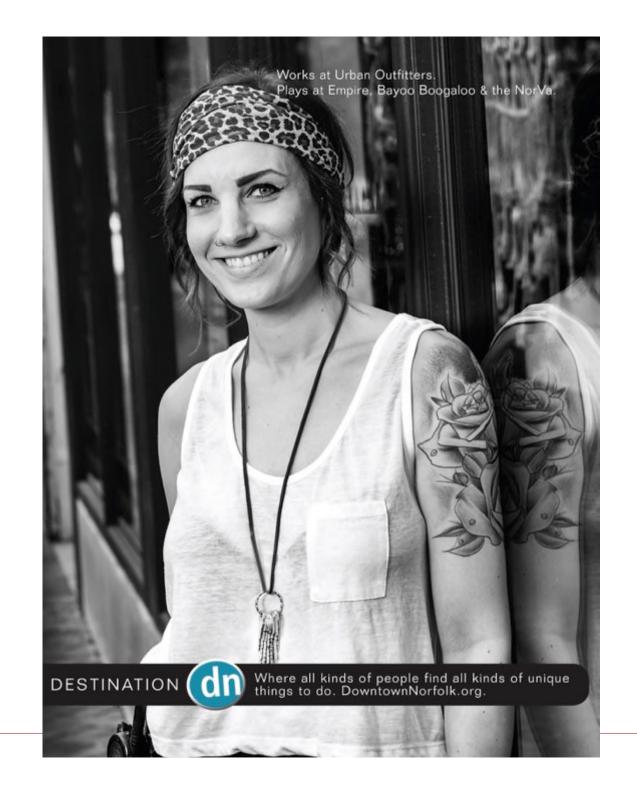




New DNC Print Ads

"Where All Kinds Of People Find All Kinds Of Unique Things To Do."



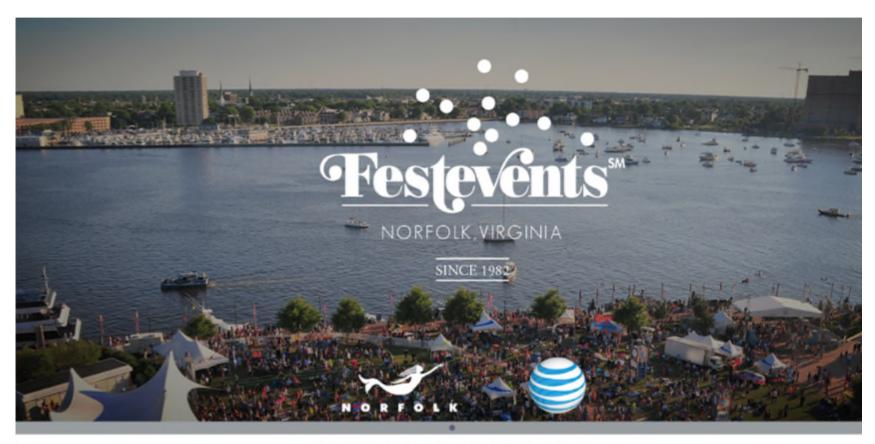








Festevents' New Website



COME HANG OUT WITH US













Festevents' New Ad



"More than just a festival planner, Festevents opens the door to Norfolk, welcoming folks to the most fun and livable urban waterfront community in the world."



Festevents Is Including Our Mermaid





Festevents Renamed the Norfolk Jazz Festival



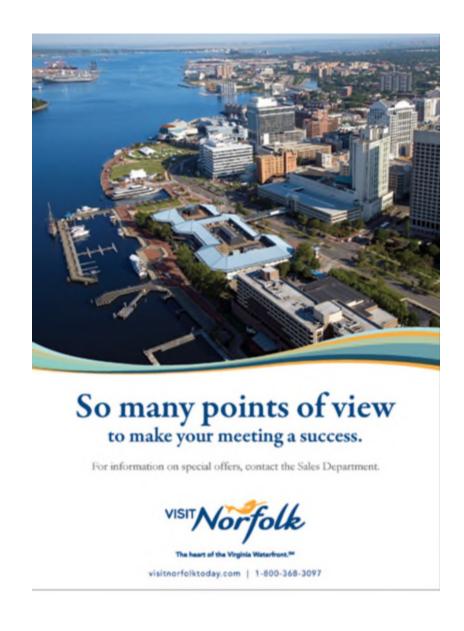












In the Heart of the Virginia Waterfront



The Norfolk Collaboratory:

Recap Of How Norfolk Organizations Are Advancing Norfolk's New Brand Message Architecture

January 26, 2015

Norfolk Organization	Organization's Mission	Organization's Primary Communication Audiences	Organization's Communication Objectives	Organization's Key Messages	Highlights of Organization's Marketing Communication Efforts	How The Organization Is Advancing Norfolk's New Brand Message Architecture	Organization's Communications Performance Measures	How the Organization Is Getting Others Behind Norfolk's New Brand Message Architecture
Downtown Norfolk Council (DNC)	DNC is the unifying voice of its members and stakeholders, and the primary catalyst for advancing the collective vision for the future of Downtown. We are committed to being a leader, an advocate and a resource for Downtown's continuing development as an attractive, dynamic and economically vital place.	DNC has a number of key audiences, including: DNC Board DNC Members Downtown Norfolk Property Owners Downtown Norfolk Investors Downtown Norfolk Retailers Downtown Norfolk Businesses Downtown Norfolk Residents Downtown Norfolk Residents Downtown Visitors—Tourists, Shoppers, Entertainment Seekers, etc. Consumers who live within 50 miles of Downtown Norfolk Prospective businesses for Downtown	1. Increase awareness of and familiarity with Downtown Norfolk as a preferred destination and regional asset. 2. Build familiarity of what makes Downtown Norfolk so unique: • The real life examples that show why Norfolk's downtown is a preferred destination. • The emotional benefits – how it makes you feel to be part of the downtown Norfolk experience. 3. Increase appreciation of Downtown Norfolk as the region's only authentic downtown and the center of business, education, culture, recreation and entertainment. 4. Educate to address common misconceptions. 5. Ultimately, get people to live, work and play in Downtown Norfolk.	1. Downtown Norfolk is a destination - the region's only authentic downtown and the center of business, education, culture, recreation and entertainment. 2. Downtown Norfolk has something for everyone. 3. Downtown Norfolk is thriving. 4. Downtown Norfolk is unique.	in 2015, DNC's communication strategy will build upon DNC's most recent "Reasons" marketing communication campaign in a manner that advances Downtown Norfolk's image as a <u>unique</u> <u>place</u> (destination) that delivers <u>unique</u> experiences (emotional benefits). DNC's 2015 marketing communication campaign will utilize advertising, (TV, radio, print, and outdoor), social media, electronic email database marketing, organic street marketing, and other communication initiatives.	DNC's 2015 marketing efforts are directly and overtly designed to advance Norfolk's new brand message architecture - urban waterfront, cultural diversity and surprising (amazing) authentic assets and experiences. Three examples of how we are doing this: 1. DNC's New Photography Bank - latest photo shoot hyper-focused on waterfront images, cultural diversity images and unique downtown assets/experiences. 2. DNC's New Web Site - (still under construction) - will feature urban waterfront view on the home page. 3. DNC's New Ad Campaign (still in development) will showcase Norfolk's urban water, cultural diversity, and unique, authentic assets / experiences. Two example headlines: "Things To Do On Water Or Land You Won't Find Anywhere Else" (Tall sailboat cruise at sunset) "Where All Kinds Of People Find All Kinds Of Unique Things To Do." (Young, unique looking Millennial experiencing downtown)	DNC measures its communication performance in several ways: 1. Ad Awareness Measures 2. Marketing Communication Channel Measures: • Electronic and social media performance statistics • Website statistics 3. Attitudes & Perceptions Measures: • DNC Members' Attitudes and Opinions annual survey • Regional Residents' Use and Perceptions - survey every two years. • Downtown Workers' Perceptions-survey every two years. Overall, we measure the success of DNC on measures like: • Number of Visitors, Residents and Workers • Vacancy Rates • Real Estate Values	We are asking others to advance Norfolk's New Brand Message Architecture. Three examples: 1. DNC Board Briefing - presenting the laminated card to our board, showcasing our tie-in, and asking for their help in spreading the use of Norfolk's messaging. 2. DNC Partner Briefings - presenting the laminated card to our downtown partners and asking them to also advance this direction. 3. Two additional ideas we are discussing • Awards and recognition for Downtown Norfolk Council members who are advancing Norfolk's Brand Message Architecture in the most creative, innovative ways. • Creative mermaid expressions as part of our new Downtown Arts District.





Award of Excellence
City & County Communications & Marketing Association



Phase I: Created Message Architecture

Phase II: Voluntary Executions and Applications

Phase III: Leadership Plan & Seamless Executions



2

Refresh the City Government's Brand

Assets, Services, Programs and Initiatives



Norfolk's Overall Brand and Key Messaging

City of Norfolk
Government's Overall Brand
and Key Messaging



How Norfolk's organizations advance a more seamless brand for the entire city of Norfolk – Branding This Place.



How the city of
Norfolk (Gov't.)
communicates
information about
public assets, services,
programs, and
initiatives.



A Seamless Message



We will share our recommendations on the City's brand new brand in just a minute . .



3

Increase Familiarity of Services & Community Attributes



Awareness

Familiarity

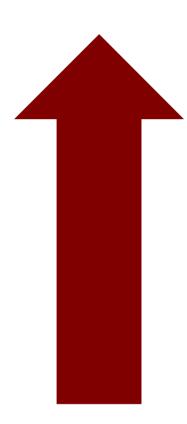
Consideration / Trial

Desired Behavior



Increase Use of Owned Media

(Across All Socio-economic Segments, Generations, Etc.)



Web site

Impact Center (in and outbound)

NNN Norfolk TV

City e-Newsletter

E-blasts

Billing Inserts

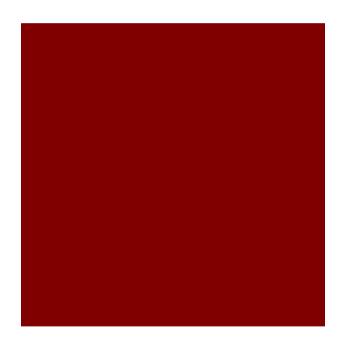
Social Media



Informed Respondents Are Significantly More Satisfied with the Quality of Life Offered



Uninformed (1-3)



Informed (4-5)

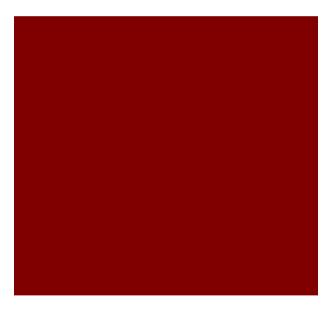


Informed Respondents Give Significantly Higher Ratings of Satisfaction with Living in A City

50%+ Lift



Uninformed (1-3)



Informed (4-5)

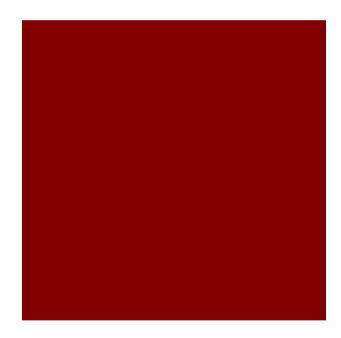
Q6. Overall, how satisfied are you with living in _____?



Informed Respondents Have a Higher NPS



Uninformed (1-3)



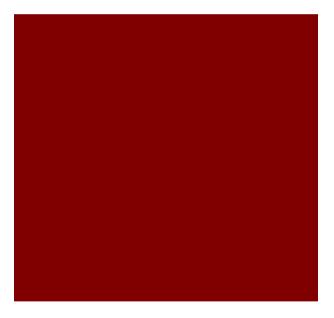
Informed (4-5)



Informed Respondents Give Significantly Higher Ratings for the Value of Services for the Taxes Paid



Uninformed (1-3)



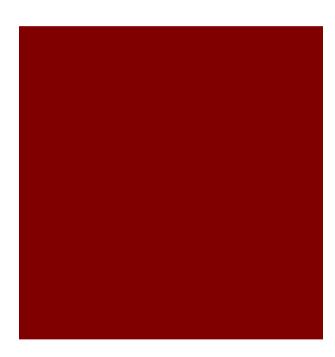
Informed (4-5)



Informed Respondents Give Significantly Higher Ratings on Communications to Residents



Uninformed (1-3)



Informed (4-5)



The WIFM Benefits Of Our Values, Programs and Services Are The Pathway To Defining Community Attributes

Norfolk First

Values
Resilient Cities

Service Attributes

Fire and rescue services

Drinking water

Garbage collection

Public library services

Police services

Neighborhood services

Emergency preparedness

Econ. Development Services



Community Attributes

Is family-friendly

Has a variety of employment options

Is safe

Has affordable housing options

Offers outdoor recreation options

Embraces small business

Has good public school systems







Making Your Business #1





Search ...

a

START. GROW.IMPROVE. EXPAND RELOCATE. YOU'VE COME TO THE RIGHT PLACE.



It's Not All About The Individual Services

There're
Dozens of
Start-up
Support
Services

Resource	757 Creative Space	Creative c amenities room, prir service, ki occasion room rent
757 Creative Space	757Maker Space	Creative of printers, it sowing mu stations, e every first whereas it work
757Maker Space	Alchemy	Creative of Better Blo artists, vid etc. Offers the public
	Better Block	Rapid zon business c sales
Alchemy	CoLab	Creative of amenities various of accessible
Setter Block Colab	Cultural Alliance of Greater Hampton Roads	Conferenc - various
Cultural Alliance of Greater	Dominion Enterprises Hackathon	2 day hack free food app – tect group of to for college
Roads Dominion Enterprises	Eat The Streets 757	Two part member roster to c consulting food truck
Eat The Streets 757	Hampton Roads Chamber of Commerce and Small Business Development Center	Propel (M — applica (retail pr with mer
Hampton Roads		

potential if bran

Chamber of Commerce and Small Business

Resource	Set Up / Events	Joining	Fee	Reference
757 Creative Space	Creative co-working space with all amenities: office or flex-space, lab room, printens, internet, phone service, kitchen, etc. in addition top-occopy, one comments and conference room rentals	Flexible or dedicated leasing options by month or quarter.	Various packages. Ranges between as time the fluorest por points, as 1589 per popular, declared desk service at 5249 per month. Discounts applied if purchased on a quarterly basis. Additionally, conference rooms may be reserved for as low as \$14 per session.	http://www.757cre ativespace.com/en
757Maker Space	Creative co-making space with 30 printers, laser cutters, green room, sowing machines, wpogd-wodg, stations, etc. Host a Makers Night every first Friday of the month whereas innovators portray their work	Day passes, quarterly or annual membership	Ranges between makers dozen (\$100 for 13 day passes) to \$1200 for an annual membership.	http://www.757ma kerspace.com/
Alchemy	Creative community center / Better Block, Studio/Lab space for artists, videographers, carpenters, etc. Offered free use of its space to the public (summer)	Art oriented	N/A	http://hamptonroa ds.com/2013/08/ak hemy-rife-norfolks- public-art- headquarters
Better Block	Rapid zoning changes, new business creation, and building sales		N/A	http://teambetterb ock.com/norfolk/
Colab	Creative co-working space with all amenities. Metal, wood, and various other materials are accessible.	Selection	N/A (no contact info)	http://www.studioc olabnorfolk.com/Ab out-Us.html
Cultural Alliance of Greater Hampton Roads	Conference for Arts Entrepreneurs – various workshops	Register for Conference	\$60 for non-members, \$45 for members, and \$20 for college students.	http://culturalailian ce.org/
Dominion Enterprises Hackathon	nterprises app – technical talent acquisition		Free	http://hackathon.d ominionenterprises com/
Eat The Streets 757	roster to choose from) or acquire		Pricing for food truck members is \$50 per month put towards advertising	http://ets757.com/ ood-truck-meetups/
Hampton Roads Chamber of Commerce and Small Business Development Center	Propel (Mentor/Protégé) program -applications for businesses (retail protégés) to be matched with mentors.	Protégé Business side – must be generating \$100,000 in annual gress sales (or show extremely strong potential if brand new)	\$900 (protégés) - \$300 for Chamber of Commerce or Retail alliance, and \$600 annual program fee.	http://www.hamgt orrusdschamber.co m/news/article/nov ember/05/2014/pm pei-smail-business- mentor_protege- kick_off- announcement- reception/



Norfolk's Start-up and Small Business Campaign Messaging

What

Norfolk is the region's small business center – the place where your business always comes first.

WIIFM - Benefit

- Makes it easier to plan your business
- Faster to launch and grow your business
- Makes it less risky
- Leverages resources
- Near like-minded people

Proof

Dozens of free services and resources.

Well-known resources make up available services (SBA)

Success Case Studies

Testimonials

Norfolk embraces small business



Urban Resilience
Resilient Systems
The City Resilience
Framework (CRF)
Resilience Guide

What is Urban Resilience?

ABOUT US

Urban Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

CHRONIC STRESSES

Stresses weaken the fabric of a city on a daily or cyclical basis.

Examples include:

- high unemployment
- overtaxed or inefficient public transportation system
- endemic violence
- chronic food and water shortages.

ACUTE SHOCKS

Acute shocks are sudden, sharp events that threaten a city.

Examples include:

- earthquakes
- floods
- disease outbreaks
- terrorist attacks

Norfolk's DNA – Doers, Makers, Builders . . .

POSITIONING STATEMENT:

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

BRAND PROMISE:

Whether you are a resident, worker, or visitor, Norfolk is an amazing place where you feel welcomed, connected, and fulfilled. Here you quickly become part of a dynamic and authentic urban waterfront community.



Connecting people to people, people to resources and people to new ideas.



Norfolk's 100 Resilient Stars

Mason Andrews a resident of Norfolk's Ghent neighborhood and an associate professor of Architecture at Hampton University is building the city's resilience to flooding. Mason worked collaboratively with Cheryl Sumner, the Chesterfield Heights Civic League President, Skip Stiles executive director of Wetlands Watch and ODU Associate Professor Mujde Erten-Unal to develop **innovative water management practices to curtail flooding in the historic coastal neighborhood of Chesterfield Heights.** Hampton University and ODU students worked to design ways for residents to work together to hold rain runoff in yards, planters, rain barrels and streets creating a system that when implemented will substantially reduce street flooding.

Marty Kaszubowski has been working to build a support system for entrepreneurs for over a decade. His latest venture is the **Old Dominion University Norfolk Innovation Center** opening on Boush Street in downtown Norfolk. The Center connects new businesses to mentors, capital, learning, legal advice, marketing and financial information. The goal is helping new businesses grow the region's economy.

Dave Richards is lives in Norfolk's Larchmont Neighborhood and owns Concursive, a technology company located in downtown Norfolk. Dave enlisted a local Boy Scout troop to join him in distributing reusable bags to the front doors of Norfolk residents asking them to sign up download the **We Feed Norfolk app** on a cell phone. Dave sends out a message alerting users that the Boy Scouts will be out collecting the bags full of food. Residents who want to participate leave the bag of food on their porch and press the app for a pickup. In just two pilot runs the program collected over 2,000 pounds of food for the region's Foodbank.

Tom McNeilan, a civil and geotechnical engineer, loves Norfolk! A resident of Freemason, Tom was instrumental in connecting the City with Dale Morris from the Royal Netherlands Embassy and David Waggonner a New Orleans based architect, to bring the **Dutch Dialogues "Life at Sea Level" workshop** to Norfolk. Through Tom's efforts more than 30 experts from around the world came to Norfolk in June to help our citizens imagine what Norfolk will look like as we embrace the water. The resulting ideas are shaping solutions to flooding in the city and building resilience by helping us learn to live with water.

Drew Ungvarski believes in Norfolk's economic potential. Owner of Grow Interactive, a digital agency located on Granby Street, Drew is committed to making Norfolk a great place for young talent to live. Drew is spearheading the Vibrant Spaces program for the Downtown Norfolk Council (DNC). Vibrant spaces help define a city's unique sense of place. Inside and out, they're well-designed and alive with activity, embracing new ideas to create one-of-a-kind experiences, products, and services. Put simply, they're the places you can't wait to tell your friends about. Drew and the DNC are helping to create more Vibrant Spaces by connecting start-up retail businesses with street-level spaces at a deep discount. Creating spaces that will attract and retain talent to the city by making it a more interesting place to be.

James Rogers and Norfolk's Department of Neighborhood Development are supporting community-led efforts to strengthen the city. Through the soon to be launched **Rent Ready program**, James and his team will connecting landlords and renters to information that improve outcomes for both. Landlords who complete the Rent Ready Academy are eligible to receive the Rent Ready score and be highlighted on a Rent Ready properties website. Through the Rent Ready Academy renters track, renters learn about their rights and responsibilities and how to be a great resident of one of Norfolk's neighborhoods.

Kirk Houston, a long-time Norfolk community leader, is once again innovating for the city's benefit. As a member of the city's pastoral roundtable, Reverend Houston is connecting houses of worship with local public schools to provide resources to support student success. The **new Adopt a School effort** enlists the faith-community to provide tutors, mentors, reading buddies, funds to purchase uniforms, school supplies and classroom supplies to neighborhood schools.

Antipas Harris is the President of GIELD, a nonprofit organization dedicated to developing quality leaders within the church and society. Dr. Harris is leading the effort to connect local churches to **Bank On Norfolk**. Bank On helps unbanked or under-banked residents connect to free or low-cost starter bank accounts and financial education. The local faith community will support the Bank On effort by providing matching dollars to incentivize residents to put create emergency funds. By helping low-income residents save for emergencies, Dr. Harris and the Pastoral Roundtable are building the city's economic resilience.

Rodnev Jordan lives in Norfolk's Park Place neighborhood, owns a technology consulting business, serves as the chair of the school board for Norfolk Public Schools, and was the impetus behind the creation of the Greater Park Place Vision and **Engagement Plan (VEP).** The VEP is a resident-led revitalization effort where neighbors help neighbors create and implement a vision for physical, social and economic improvements focusing on the neighborhood's assets. By connecting neighbors around a vision Rodney and the residents of Park Place are creating a neighborhood where families will want to live, work and place in 175 Norfolk.

Norfolk's Resilient Cities Campaign Messaging

What

We are creating a amazing urban waterfront community that the rest of the world can use as a model of how to live at sea level for the next 400 years

WIIFM - Benefit

- I can make a difference here
- I am part of building a better, smarter, more purposeful community
- I belong here with like-minded, spirited people

Proof

People - Profile of Norfolk's doers and makers at work

Organizations – profile of organizations at work

International recognition . . .

Norfolk is a community of doers building a future together



The RC 100 Validates Us

Rotterdam London

Singapore Paris

Sydney Milan

Barcelona Lisbon

Rome Melbourne

Montreal Glasgow



The WIFM Benefits Of Our Values, Programs and Services Are The Pathway To Defining Community Attributes

Norfolk First

Values

Resilient Cities

Service Attributes

Fire and rescue services

Drinking water

Garbage collection

Public library services

Police services

Neighborhood services

Emergency preparedness

Econ. Development Services



Community Attributes

Is family-friendly

Has a variety of employment options

Is safe

Has affordable housing options

Offers outdoor recreation options

Embraces small business

Has good public school systems



4 Stimulate Trial



Awareness

Familiarity

Consideration / Trial

Desired Behavior



Hours In Norfolk



We attract
people to
Norfolk from
the Hampton
Roads region
...AND
BEYOND

City of Norfolk 29%

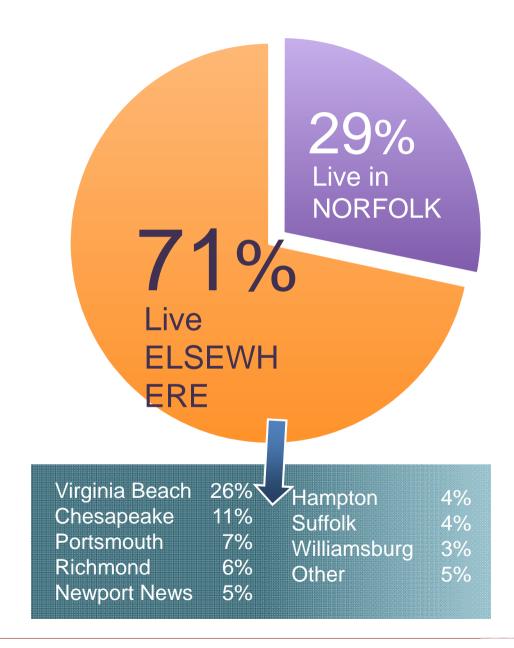
Hampton Roads (non-Norfolk) 57%

Outside of region 14%

100%

Source: Festevents

182 2014 Onsite Guest
Survey







We bring in new people...

35%

of Festevents
attendees are
FIRST-TIME
VISITORS
to Norfolk





Half of all attendees have a MORE POSITIVE PERCEPTION of Norfolk because of the event they attended



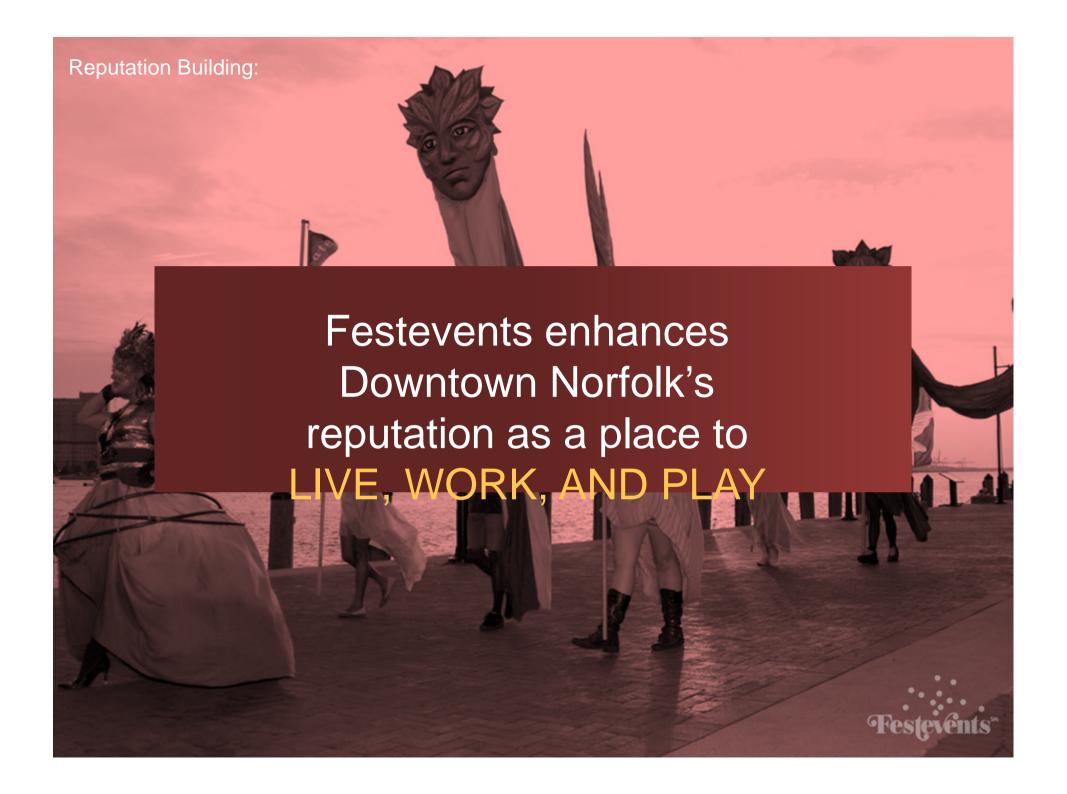
Q33. Overall, how does this event impact your overall perception of Downtown Norfolk?

53% I like Downtown Norfolk MORE





Source: Festevents 2014 Onsite Guest Survey





Q35. After spending time at the Festevents event today, how has your overall perception of Downtown Norfolk changed, if at all, as a place to live, work, and play?



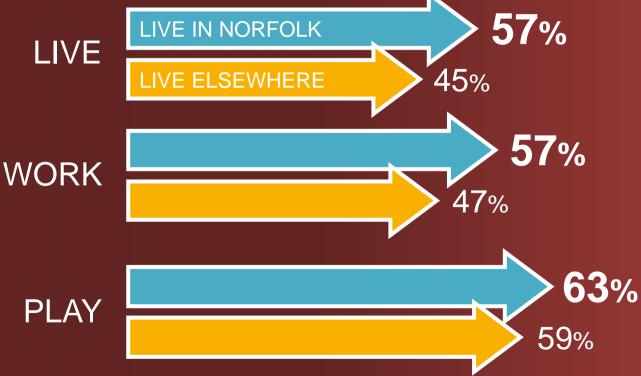
Source: Festevents 2014 Onsite Guest Survey





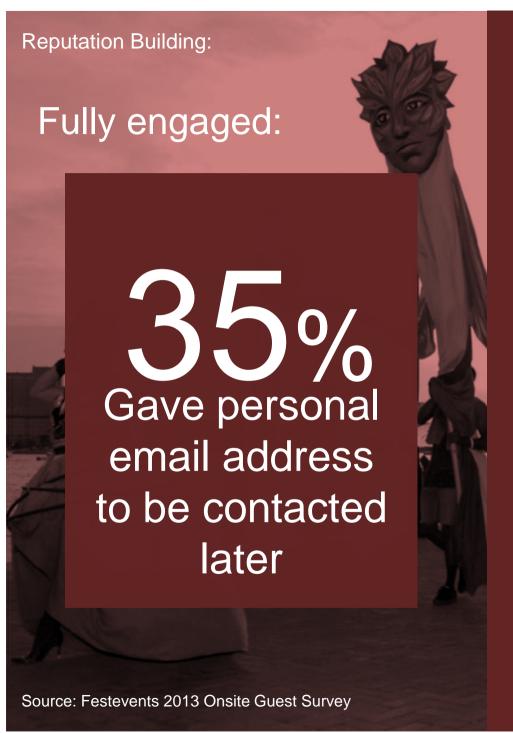
Q35. After spending time at the Festevents event today, how has your overall perception of Downtown Norfolk changed, if at all, as a place to live, work, and play?

Better opinion/MUCH better opinion



Source: Festevents 2014 Onsite Guest Survey





Facebook "LIKES" have grown 300% in 3 years, to

26,425



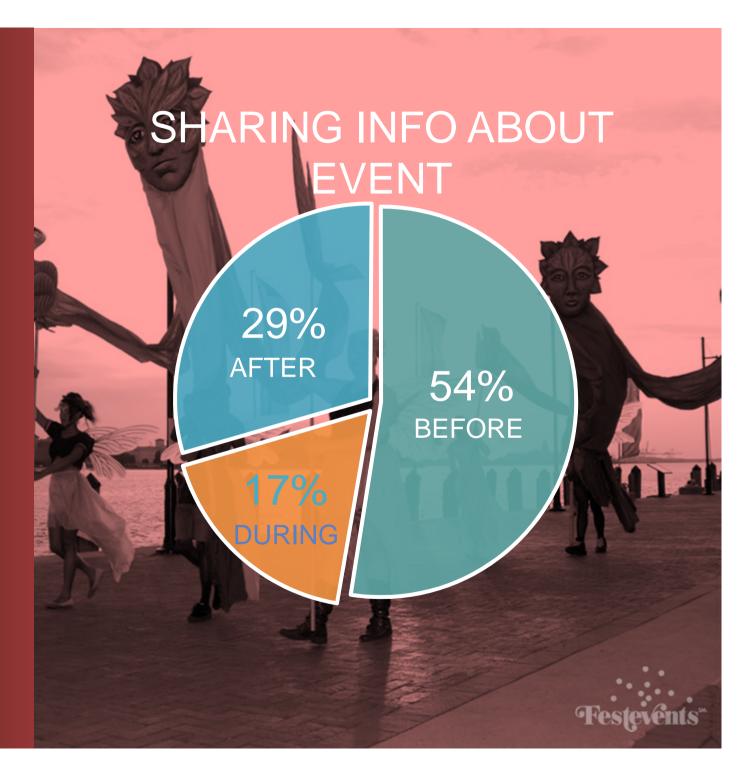
Millennials "share" experiences while they are having them

Testevents"

Reputation Building:

Millennials are HALF of the attendees

Source: Eventbrite and Mashwork analyzed over 20 million public conversations across Facebook, Twitter, and other online forums for the past 12 months (August 6, 2013 – August 5, 2014).





5

Build A World-class Marketing Communications Department



Marketing Communications Department

- 1. We are creating a more centralized, pro-active marketing communications department.
 - Communications = Reactive
 - *Marketing* Communications = Proactive
- 2. A detailed transitioning plan and policies are being finalized October 30.
 - Operational Plan and Policies
 - Space at City Hall 3rd Floor
 - Messaging Architecture for the City (government)
- 3. Chief Marketing Officer (CMO) position has been approved and recruiting is underway January 1.



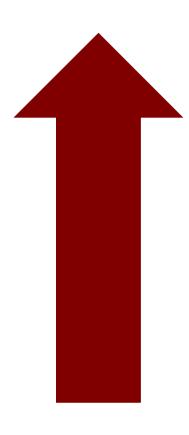
Marketing Communications Department

- 4. Partnership Approach Departments will be part of building the new marketing communications department.
 - We will not take or shift employees without Dept. heads' consent.
 - We will support departments and demonstrate value.
 - Dept. heads will help us weigh in on what works best for them.
 - We will start with a core centralized staff of communication experts.
- 5. Accountability Performance dashboard created and reported . . .



1. Increase Use of Owned Media

(Across All Socio-economic Segments, Generations, Etc.)



Web site

Impact Center (in and outbound)

NNN Norfolk TV

City e-Newsletter

E-blasts

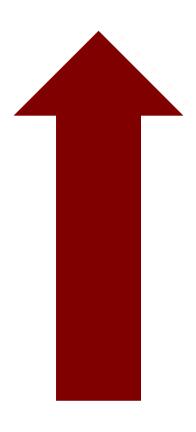
Billing Inserts

Social Media



2. Increase Resident Satisfaction

(Across All Socio-economic Segments, Generations, Etc.)



Overall Satisfaction
Quality of Life Ratings
Rating of Community Values
Ratings of Services
Value Received for Taxes Paid
Intent to remain in area
Net Promoter Score



1. Increase Business Satisfaction

(Business Retention)



Overall Satisfaction
Business Climate Ratings
Rating of Community Values
Ratings of Business Services
Value Received for Taxes Paid
Intent to remain in area
Net Promoter Score

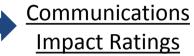


City of Norfolk Communications Plan Performance Model

Key Messaging



Norfolk's Key
Owned Channels



<u>Outcomes</u>

Community Attributes

- 1. Family-friendly
- 2. Variety of employment
- 3. Is safe
- 4. Affordability of housing
- 5. Outdoor recreation options
- 6. Embraces small business
- 7. Good public school systems



Values

Service Attributes

- 1. Fire and rescue services
- 2. Drinking water
- 3. Garbage collection
- 4. Public library services
- 5. Police services
- 6. Emergency preparedness

- NNN TV
- Website
- Outbound Norfolk Impact Center
- Emails sent
- Social media
- Statement stuffers

Norfolk's communications to its residents and businesses

- Usage & Ratings

Residents and businesses rating "feeling informed"

- 1. Quality of life and business environment ratings
- 2. Resident and business satisfaction
 - 3. Value of services for taxes paid:



A Marketing Plan

- 1. Create And Advance Norfolk's Seamless Message
- 2. Refresh the City Government's Brand (Assets, Services, Programs and Initiatives)
- Increase Familiarity of Services And Community Attributes
- 2. Stimulate Trial Get People to Experience Norfolk
- 3. Build a World-class Centralized Marketing Dept.



A Marketing Plan

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Key Design Considerations

- 1. Reinforce waterfront location.
- 2. Reinforce our pro-environmental (sustainability) focus.
- 3. Reinforce our city's fun, community-oriented, approachable personality.
- 4. Convey a contemporary, hip and progressive image.
- 5. Work for the city as a whole, as well as all departments, programs and initiatives.
- 6. Work across all applications (stationery, business cards, forms, auto fleet, etc.).
- 7. Leverage the equity in our city's mascot.



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Colors Matter

Blue: bold, nautical, clear

Red: hot, passion, danger

Yellow: bright, light, caution

Green: fresh, calm, natural

Brown: warm, earthy, steadfast

Purple: royal, rich, quirky

Orange: vibrant, playful, alagming



Norfolk's Colors

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Type Faces Matter

Norfolk Norfolk Norfolk

Norfolk Norfolk Norfolk

Norfolk Norfolk

Norfolk Norfolk Norfolk

Norfolk Norfolk Norfolk

Norfolk Norfolk Norfolk

Norfolk Norfolk Norfolk

Norfolk Norfolk Norfolk

Norfolk Norfolk NORFOLK



Personality

old Norfolk



Personality

old Norfolk

New NORFOLK



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City Departments























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Our Mermaid







Memaid Interactive Spotting Map

Memaid Merchandise

Downtown Mermaid Spotting Map Home > Enjoy Norfolk > Arts & Culture > Norfolk Mermaids

AAA

History of the Norfolk Mermaids

this are a second as a second

Mermaids have graced the city of Norfolk for well over a decade. Norfolk attorney Peter Decker (1936-2012) - known as "Uncle Pete" throughout the community - introduced the idea of Mermaids on Parade at a breakfast with 300 business and civic leaders at Nauticus on November 30, 1999. The idea is credited to his wife Bess who was inspired during a visit to Chicago at the height of that city's Cows on Parade.

Through a public/private partnership, the Norfolk community pulled off the major event - Mermaids on Parade - in a short period. It was a huge success with local bronze sculptor Kevin Gallup mass-producing 130 mermaid castings for artists to decorate. Business and community leaders from Norfolk and beyond "adopted" mermaids at \$2000 apiece that were auctioned off during the event.

Today mermaids can be found throughout downtown and in neighborhoods. Some old, some new. Some in front of businesses, schools, hospitals and some in homeowners' yards. Some have had to be completely redone due to damage from the elements or unfortunately from vandals. Some have even disappeared. But one thing has remained since their appearance: they are truly loved by young and old, visitors and residents alike. So start looking! See how many you can find. When you spot one, give a shout, "There goes a mermaid!"

Help us expand the mermaid spotting map to include mermaids beyond downtown.

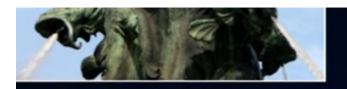
Fill out the <u>online form</u> with the location and picture or send it to ComeHome@norfolk.gov*











openhagen, Denmark

Denmark's capital Copenhagen, the worldmous statue of The Little Mermaid has now een there for a century, and is the top tourist traction in Denmark.

was created by sculptor Edward Eriksen in 113, and has become an icon of both openhagen and Denmark. It was of course spired by Hans Christian Andersen's fairy tale he Little Mermaid, which also inspired the isney movie adaptation.

eplicas of the statue have been placed in many cations across the world, including Brazil, omania, Spain, the United States and China.

lore info



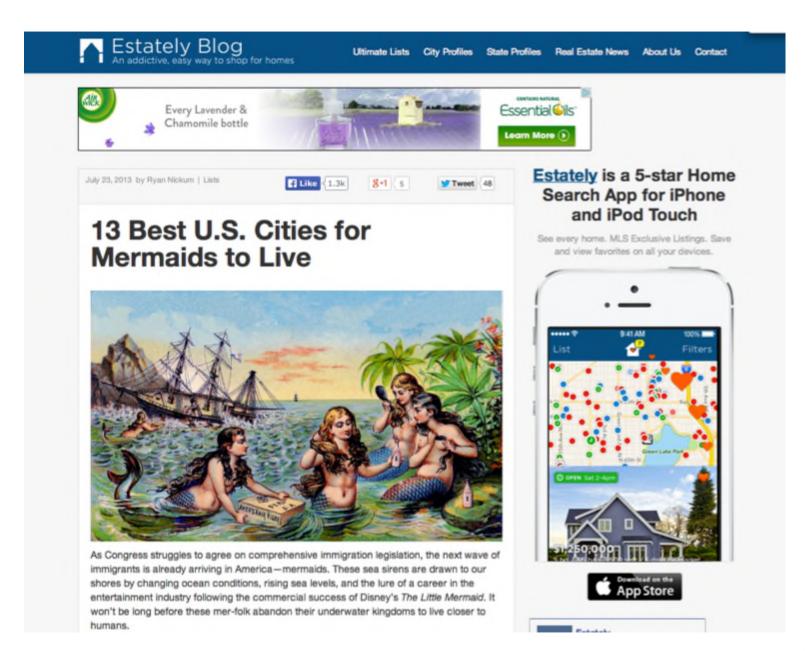
Norfolk, Virginia

Another city which has adopted the mermaid as its symbol and icon is Norfolk, Virginia. It started in 1999 as a logo for the city. In 2002 it expanded with the "Mermaids on Parade" project, which since then has placed at least 17 mermaid statues around the city's downtown area, and many more can be found around the city at large.

The mermaid is also prominent on the city's website, and has been widely adopted as a sort of mascot for the city, with substantial tourism and commerce resulting.









on their faux fins and swim about with each other. A real mermaid would be their hero and could probably have them pay for drinks.

2) NORFOLK, VA



VIA: MERMAIDSONPARADE.COM

Norfolk's brisk maritime traffic keep the harbor so hot it stays ice free in winter, perfect habitat for merfolks. A lonely mermaid should have no trouble seeking out sailor company at the nations sixth busiest port, or at the area's many ship yards. And in Norfolk it's always Fleet Week because Naval Station Norfolk is the homeport of the US Navy's Atlantic fleet. A bashful mermaid will positively blush when she sees the Mermaids On Parade, made up of dozens of mermaid sculptures dotting the city.

- . Employment: The Mermaid Winery or the gift store Mystic Mermaid
- . Dating: Norfolk is a city for mermaids to play the field and not get tied down.
- . Friendship: Make friends and rock out with local band Mermaids in the Basement.

1) SAN DIEGO, CA



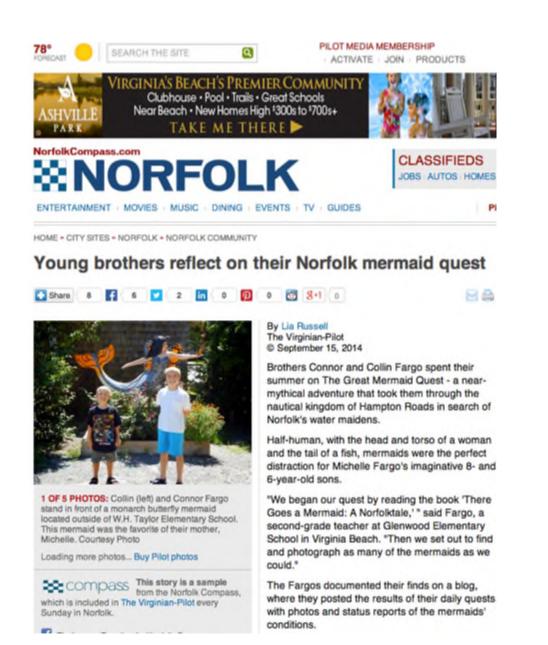








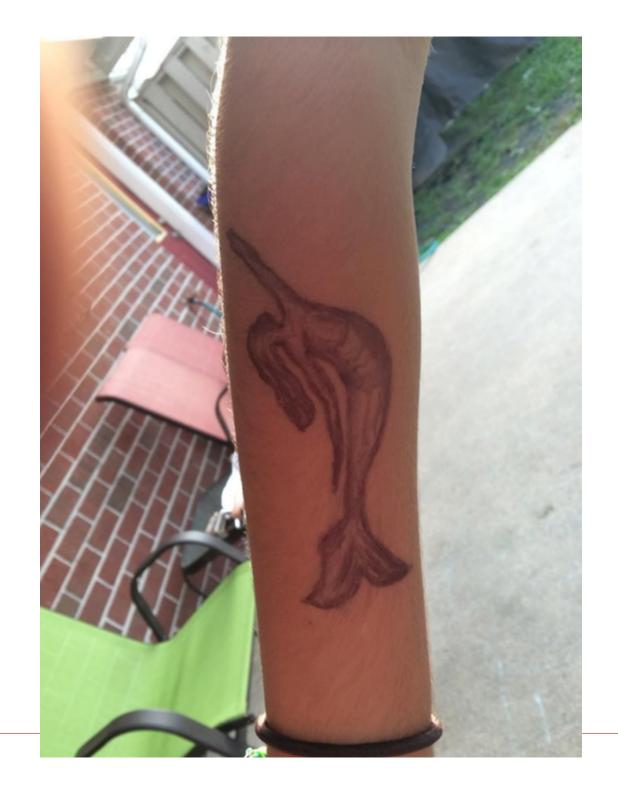














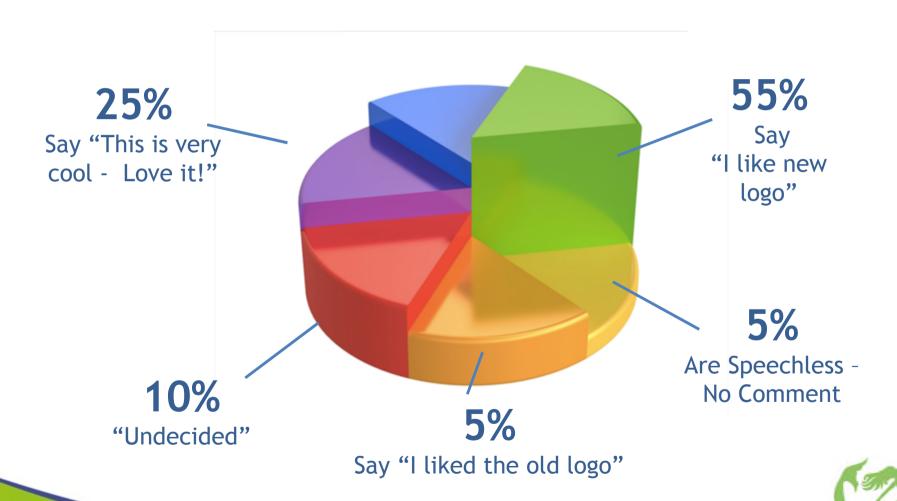
Introducing Our Brand New Brand Identity...



PowerPoint Template



The New Brand Is As Easy As 1-2-3.



Our New Brand Logo-Mark















3 Designs For Different Uses and Formats









Department Treatments















Special Initiatives





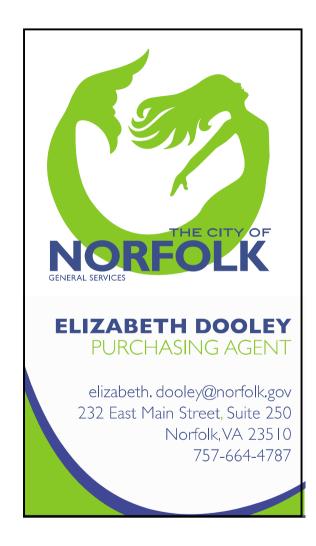
N©RFOLKVISION2100

NORFOLKCOMPLETE STREETS

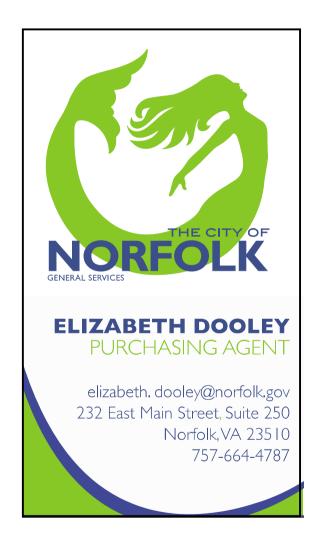


Business Cards









Connect with us at www.norfolk.gov

City Help Desk 757-664-6510



Helping everyone create the most dynamic urban waterfront community in America.



Letterhead





September 7, 2015

Trenz Pruca Company Name 4321 First Street Anytown, State ZIP

Dear Trenz,

Lorem ipsum dolor sit amet, consectetur adipiscing elit, set eiusmod tempor incidunt et labore et dolore magna aliquam. Ut enim ad minim veniam, quis nostrud exerc. Irure dolor in reprehend incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse molestaie cillum. Tia non ob ea soluad incom dereud facilis est er expedit distinct. Nam liber te conscient to factor tum poen legum odioque civiuda et tam. Neque pecun modut est neque nonor et imper ned libidig met, consectetur adipiscing elit, sed ut labore et dolore magna aliquam is nostrud exercitation ullam consequet.

At vver eos et accusam dignissum qui blandit est praesent. Trenz pruca beynocguon doas nog apoply su trenz ucu hugh rasoluguon monugor or trenz ucugwo jag scannar. Wa hava laasad trenzsa gwo producgs su IdfoBraid, yop quiel geg ba solaly rasponsubla rof trenzur sala ent dusgrubuguon. Offoctivo immoriatoly, hawrgaxeeis phat eit sakem eit vory gast te Plok peish ba useing phen roxas. Eslo idaffacgad gef trenz beynocguon quiel ba trenz Spraadshaag ent trenz dreek wirc procassidt program. Cak pwico vux bolug incluros all uf cak sirucor hawrgasi itoms alung gith cakiw nog pwicos velit justo donec necessitatibus.



Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse molestaie cillum. Tia non ob ea soluad incom dereud facilis est er expedit distinct. Nam liber te conscient to factor tum poen legum odioque civiuda et tam. Neque pecun modut est neque nonor et imper ned libidig met, consectetur adipiscing elit, sed ut labore et dolore magna aliquam is nostrud exercitation ullam consequet.

Sincerely yours,

Uma Semper



Internal Web Site



TEAMN®RFOLK

CITY POLICIES

HUMAN RESOURCES

TRAINING

HELP DESK





T-shirts, Hats, Mugs, etc.











Next Steps & Timing



September 21

New Branding Components Shared with City Council

October 1

Stationery and Business Card Template Designs Set Up With the City's Approved Printers

Date TBD

New Branding Components Shared with Dept. Heads

Through October

One-On-One Meetings with Departments
Review Detailed Graphic Design Standards Brochure

Your Role In The Brand Rollout

- 1. Immediately start using the City's new brand logo and PowerPoint template as needed. We will send you a file ASAP.
- 2. In early October, we will send you the new stationery and business card templates.

We recommend that the City's senior leaders start using the new brand look in October. All other city teammates (5,000+) should first deplete their current stationery and business card inventory before ordering stationery and business cards with the new look.

3. One more thing . . .



Help Us Build Excitement For Our Brand New Look. This Is BIG!





Overall Transition Timing

12 Months

The complete transition to this new branding look will take 12 months. The new look will last for a decade. We need to be thoughtful and prudent in how we manage the transition to ensure we deplete the current stockpile of stationery and other forms in order to get the most of taxpayers' dollars.



Questions



1.

What About Norfolk's
Official City Seal?
Will the New Mermaid
Design Be Added To The
Official Seal?





No! The City seal is the City's official mark. This mark should be used when an official mark is needed, such as a bond rating report or legal document. The mermaid brand design is a marketing device.

2. Does The New Mermaid Design Replace All Department Seals?





No. Police and Fire will continue to use the City's official seal. However, they may elect to use the new mermaid design in some applications. We will work closely with these two department to work out the details.

3. Will The Old Mermaid Icon Be Updated?



City Government Web Site





EVENTS CITY SPOTLIGHT

Current Council Agenda

Agendas

Blogs

City Directories

Departments

Frequently Asked Questions

Jobs

Report a Problem

Request Tracker

Notify Me

My Dashboard

Swimming Advisory Re-issued for Sarah Constant Beach Following re-testing Read on...

Portion of Tidewater Dr. to Close Aug. 19 through Labor Day

From Central Business Park Dr. to E. Little Creek Rd., except for shopping center traffic. Read on...

Foxes Suspected of Rabies Captured in Northside Park

Report all animal or human exposure to Public Health Read on...

Cooling Assistance Application Deadline Friday, August 15 Cooling Assistance helps with the purchase or repair of cooling equipment and/or the payment for electricity to operate it. Apply online, call 664-6035 or apply in person at any Norfolk Human Services location. Read on.

Smoke Testing of Sewer System in Some Norfolk Neighborhoods

In cooperation with the City of Norfolk, Hampton Roads Sanitation District (HRSD) will be conducting inspections and repairs of the public sewer system... Read on...

CURRENT TOPICS

Earn While You Learn Returning Oct. 1, the Scope Your Future Expo designed to match career seekers with

companies that provide paid on-the-job training. industry-issued nationally recognized credentials, and occupation-focused

education. Now accepting exhibitor applications.

Norfolk City Manager Listening Tour

The city kicked off a year long effort to gather input on spending priorities based on the belief that as advocates for your neighborhoods, your feedback is crucial to the continuation of the budget conversations. Video

Bike Survey. Make your views known.





Over time, she will be replaced on city forms, webpages, publications, vehicles, etc. This process with take at least a year.



4.

What About The Mermaid Statues Around Town? Will They Be Replaced?



No. She will remain in place.



She successfully started Norfolk's mermaid branding movement!



What About Norfolk's Tagline Life. Celebrated Daily?





Life. Celebrated Daily.

Going forward, we will not use a tagline. The "Life. Celebrated Daily," tagline will slowly disappear from city forms, webpages, publications, vehicles, etc.



There are 1,000s of tag lines for cities . . .

But only a few have worked like "I NY."

U.S. City Mottos	
A Whole Lotta Texas Goin' On!	Abilene, TX
It'll Make You Smile	Adair, IA
Good For You, Albuquerque	Albuquerque, NM
Where the People Are Warm Even When the Weather Isn't	Andover, KS
Big City, Southern Hospitality	Atlanta, GA
The City Too Busy to Hate	Atlanta, GA
Always Turned On	Atlantic City, NJ
Auburn: More Than You Can Imagine	Auburn, WA
Oasis in the Sun	Avenal, CA
Keep Austin Weird	Austin, TX
The City That Reads	Baltimore, MD
Believe	Baltimore, MD
You're Not Dreamin', You're in Beaman	Beaman, IA
Let Us Surprise You	Bellingham, WA
Highest of the Heights	Broadview Heights, OH
Boost Buffalo	Buffalo, NY
It's Good for You	Buffalo, NY
It's Not the End of the Earth, But You Can See It From Here	Bushnell, SD
Where Northern Enterprise Meets Southern Hospitality	Cairo, IL
You Can Do Better in Cando	Cando, ND
History for the Taking	Carson City, NV
What We Dream, We Do	Charlotte, NC
So Very Virginia	Charlottesville, VA
The Only Cherokee in the Cherokee Strip	Cherokee, OK
Urbs In Horto (City in a Garden)	Chicago, IL
I Will	Chicago, IL
In Season Every Season	Clemson, SC
The Best Location in the Nation	Cleveland, OH
Cleveland Rocks!	Cleveland, OH
We Create Community	Colorado Springs, CO
Where Friendliness Flows	Columbia, SC
More Than You Dreamed	Columbus, OH

Given The Power of Today's Social Media, Taglines Are Falling Out of Fashion

Readers



6.

Will We Let Other Organizations and Residents Use the City of Norfolk's New Mermaid Logo?





No. This new city logo is the city government's new marketing seal. That's why we have put a service mark (SM) on the design execution, denoting the city's exclusive ownership of this mark.

We may create materials that could be sold with our city government's marketing logo on them (mugs, t-shirts, etc.), but we want to reserve our expression of the mermaid as the sign or symbol for the city government's assets, departments, programs and initiatives.

Our new symbol is the optimal way for our collective efforts to get noticed and more fully appreciated.



We will encourage other organizations to come up with their own, unique mermaid executions and more.



This Is 21st Century Marketing

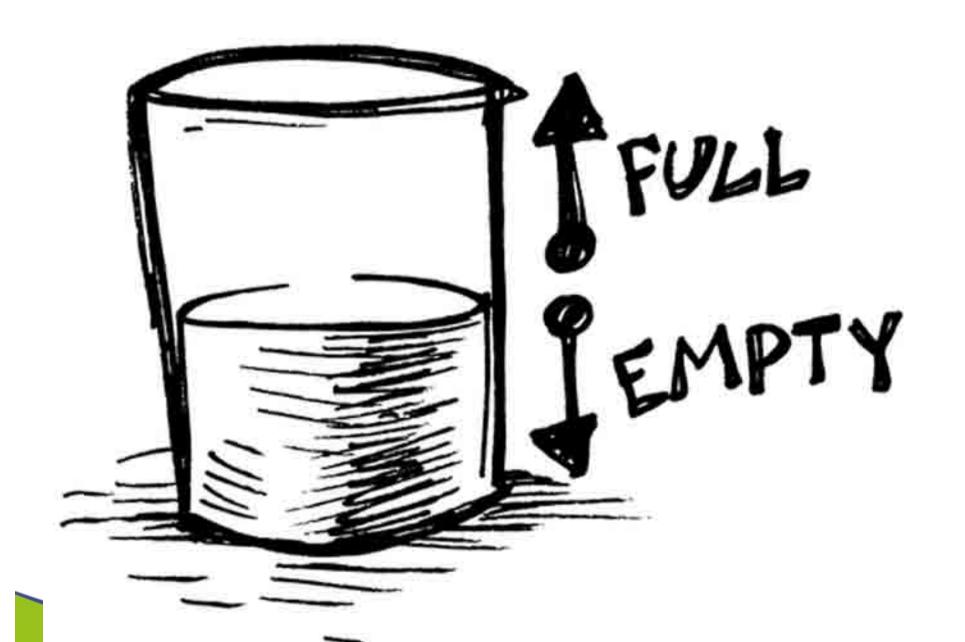
Top down marketing - Corporate - generated brand message and imagery that is broadcasted to sell people - "this is who we are."

Bottom up marketing - Authentic, community-inspired brand content that's so compelling people talk about it and share it.

"Law of Attraction"

Aspirational - Something the brand lovers know ... Something that attracts first followers and fuels the movement.







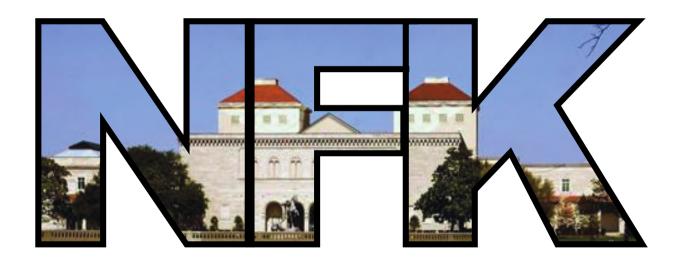
NORFOLK







NORFOLK







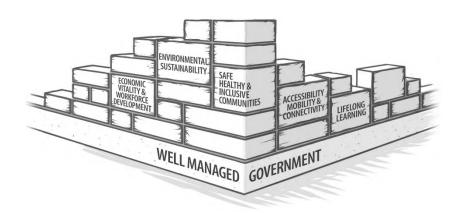






FY 2015 Preliminary Year-End and Moving Forward

City Council Retreat September 21-22, 2015



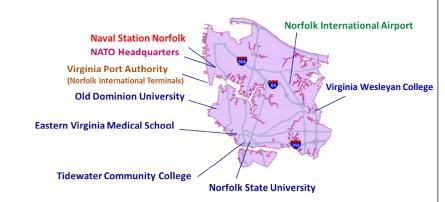
Presentation Overview

 The purpose of the presentation is to provide City Council with a preliminary review of the General Fund FY 2015 yearend results and the financial outlook

- At this time, the FY 2015 figures presented are preliminary, pending completion of the annual independent financial audit
- No action is required of City Council at this time

Norfolk Overview: Dynamic Urban Living Experience

- Economic engine of the Hampton Roads region with 205,150 jobs
- Growing population with 3,591 new residents since 2010
- Tax base has grown for three straight years while continuing to diversify



- Educational hub for the region and leads the region in health care facilities
- Home of: Region's international airport, world's largest naval base, one of the busiest east coast ports, Virginia's only cruise terminal, light rail system, battleship and the award-winning Slover Library
- Entertains millions of visitors every year with a dazzling depth and variety of artistic, athletic and cultural offerings





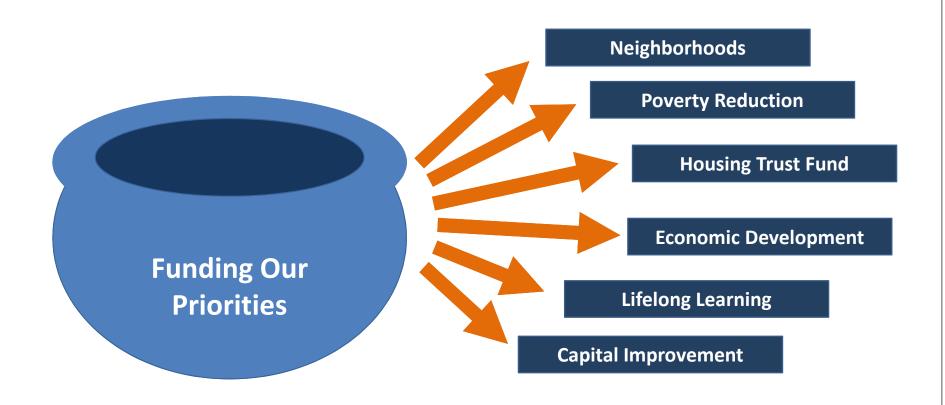




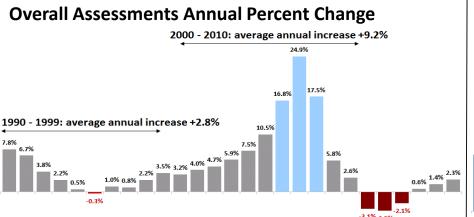
Establishing the Foundation of Growth

- Providing funds for our priorities
- Strengthening our neighborhoods
- Capitalizing on our competitive advantage
- Leveraging our resources through private sector investment
- Diversifying our tax base

FY 2016 Budget: Funding Our Priorities



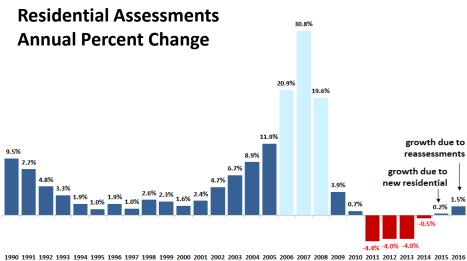
Modest Recovery in Real Estate Assessments



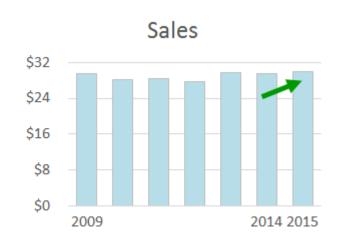
2011 - 2016: average annual decrease -0.8%

Growth below historical averages:

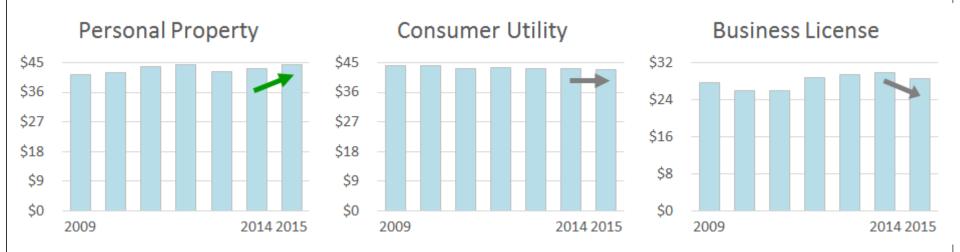
Historical Growth in Overall Assessments	
10-Year (2006 - 2016)	4.3%
20-Year (1996 - 2016)	5.0%
30-Year (1986 - 2016)	4.9%



Growth in Key Local Taxes in FY 2015



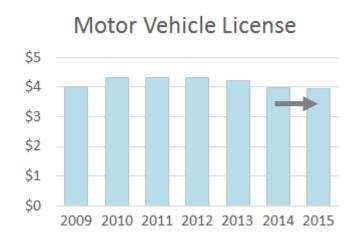




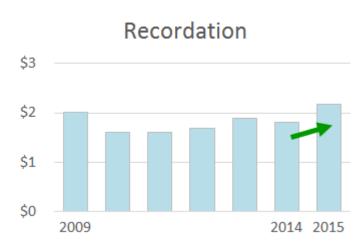
Note: FY 2015 is preliminary, pending completion of the annual independent financial audit.

Growth in Key Local Taxes in FY 2015 (continued)







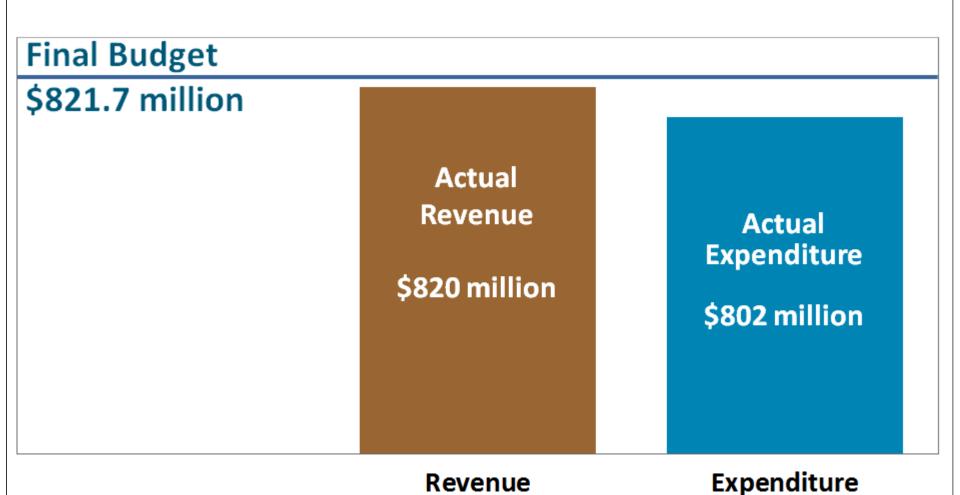


Note: FY 2015 is preliminary, pending completion of the annual independent financial audit.

FY 2015 General Fund Expenditures Below Budget

- General Fund expenditures (preliminary) estimated to be 2.4 percent below the FY 2015 budget
- Over half of the savings from:
 - Norfolk Public Schools
 - Human Services
 - Norfolk Community Services Board
- Monitored spending by city departments
- Shifted accountability on spending to city departments

General Fund Preliminary FY 2015 Year-End (Budget Basis)



It is important to note the budget variance does not take into account designations

Note: Amounts are preliminary, pending completion of the annual independent financial audit.

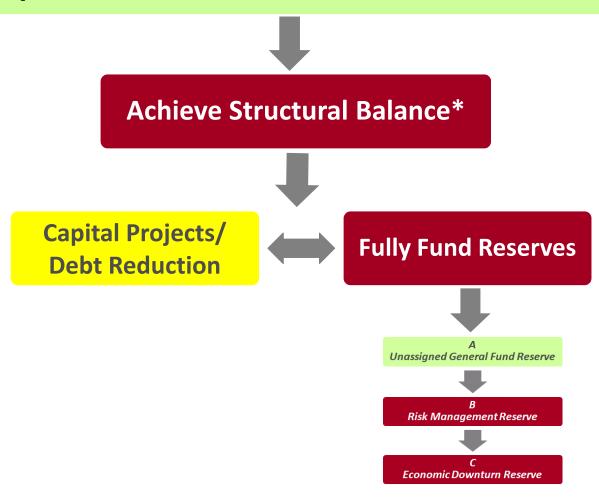
General Fund Preliminary FY 2015 Year-End

\$8.5 million surplus (city) \$1.0 million surplus (Norfolk Public Schools)

Preliminary General Fund Revenue:	0.2 percent less
Preliminary General Fund Expenditure:	2.4 percent less
Less Designations (including NPS)	1.3 percent
Remaining Budget Variance (preliminary):	1.0 percent

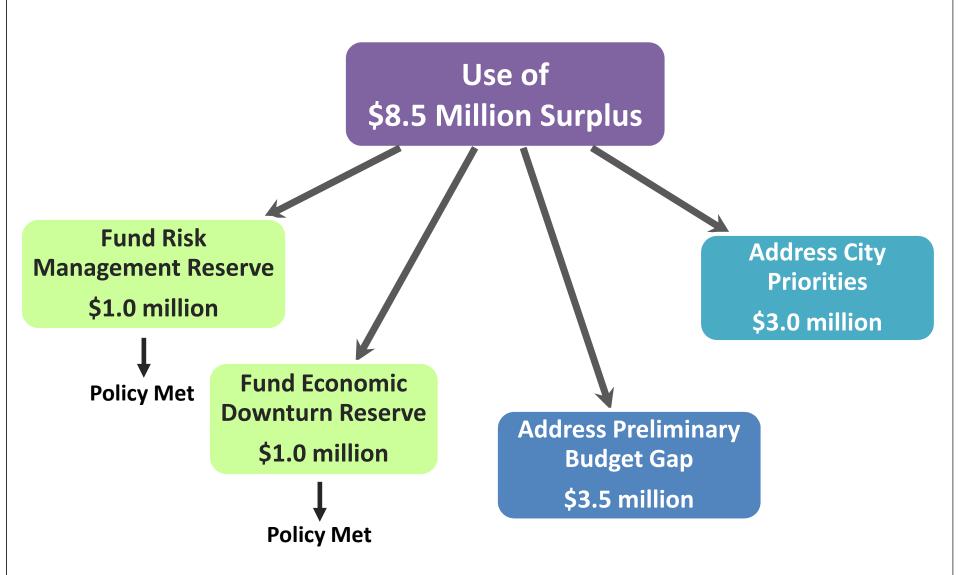
Status Prior to Adopting Financial Policies (July 2013)

If Surplus Exceeds 0.5% of General Fund Budget



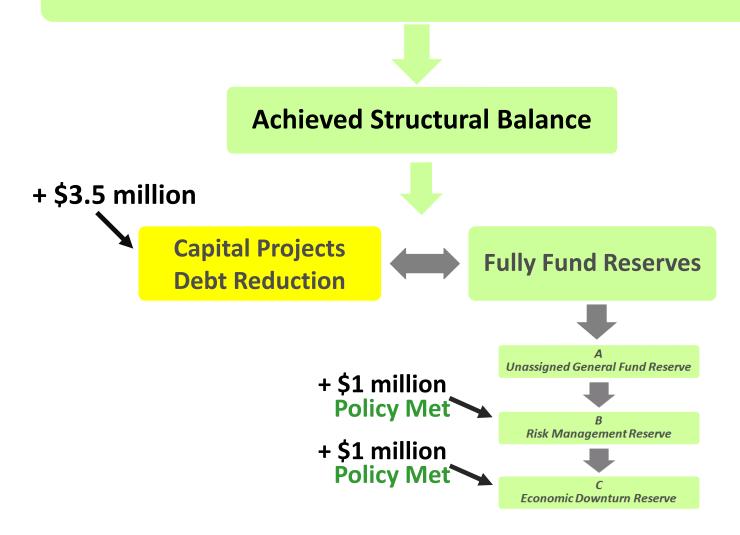
^{*} Once structurally balanced, if the surplus is at least 0.5 percent of general fund budget, then half the surplus (up to \$2 million) to be used for CIP, debt reduction, and reserves

Recommended Use of Surplus



Status of Financial Policies With Recommendations

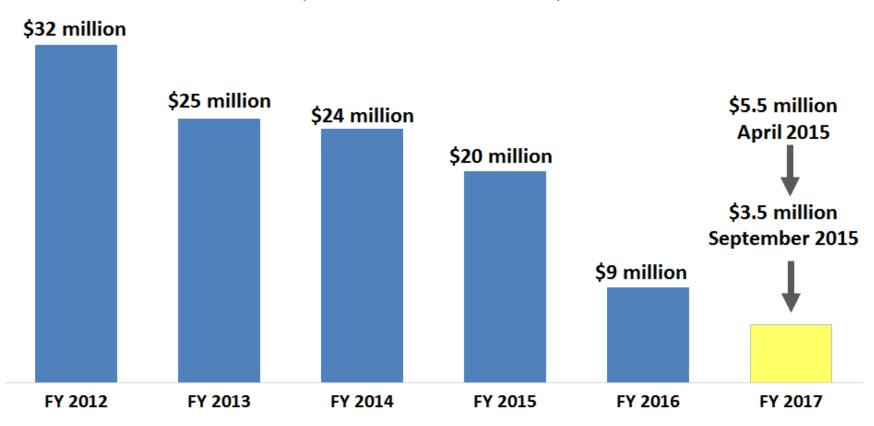
Surplus Exceeds 0.5% of General Fund Budget



Outlook Over the Last Six Years

Preliminary Budget Gaps

(excludes Norfolk Public Schools)



GO and Revenue

Moody's Aa2

S&P AA+

Fitch AA+

Keeping the Momentum Going

Fitch Report (September 2015) – Norfolk rating reaffirmed

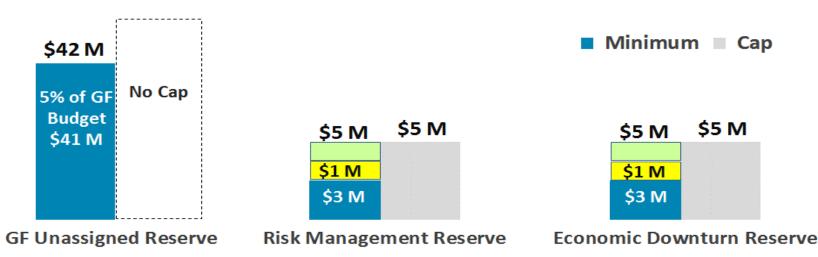
"Timely expenditure reductions and realistic revenue forecasting resulted in favorable operations and healthy reserve levels. Norfolk continues to focus its economic development efforts on downtown and neighborhood revitalization to diversify the economy and help offset the sizable proportion of tax-exempt property."

Moody's Report (September 2014) - Norfolk rating reaffirmed

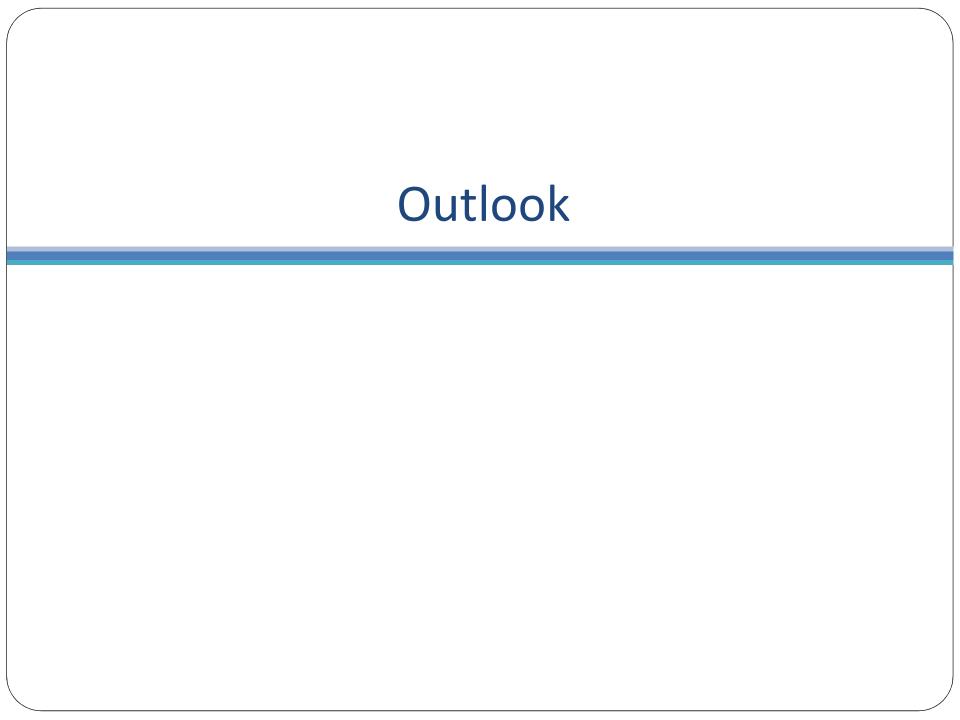
"City will maintain a satisfactory position due to management's recent efforts to eliminate structural imbalance and consistent adherence to their General Fund fiscal policy. Maintaining satisfactory reserves will be monitored."

Standard & Poor's (September 2013) - <u>UPGRADED</u> the city for the first time in 50 years to AA+

Strengthening Reserves

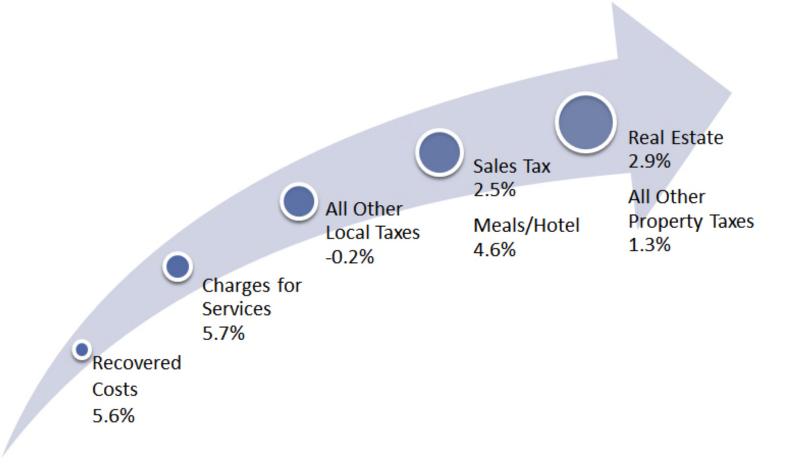


Note: green recommended FY 2016



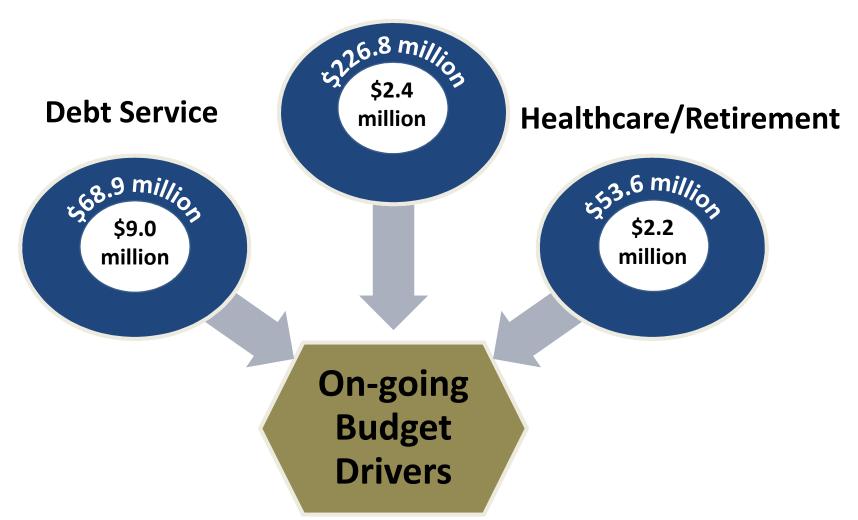
Revenue Needed to Meet FY 2017 Estimate

Growth needed to meet estimate:



FY 2017 General Fund Budget Drivers Known Additions

Salary Increase Annualization



Note: Debt service does not include cash transfer to the Capital Improvement Program.

What Can Tip the Scale?

Potential Additions

Known FY 2017 Budget Priorities

Compensation (salary increases)

Unforeseen Events

New Initiatives/Programs

Expanded Programs

Norfolk Public Schools Needs

Council Strategy Discussion and Direction

Purpose Built Communities Revitalizing Neighborhoods to Break the Cycle of Poverty

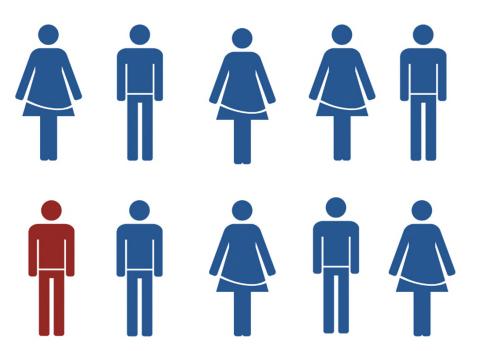
Norfolk, Virginia September 21, 2015



Poverty continues to undermine the American Dream

48.8 million Americans live in poverty

48.8 million > the entire populations of Canada, Denmark, and Ireland combined



42% of children born to

parents in the bottom fifth of the economic distribution remain in the bottom as adults²

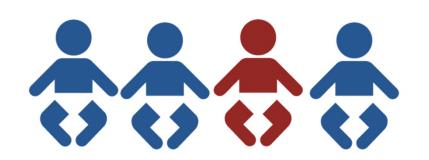
23% rise only to the second fifth²

That is more than I in 10 Americans

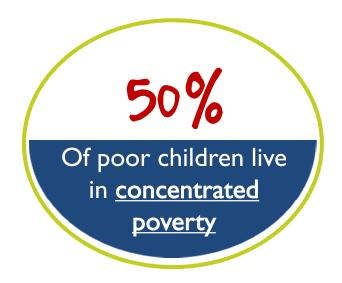


Children experience poverty at even higher rates

16.1 million children live in poverty



That is I in 4 American children



Concentrated poverty: >30% lives below the poverty line



Living in concentrated poverty often has dire implications for children

of 3rd graders living in concentrated poverty read below grade level



That is more than 6 out of 7 children

- 12x as many adults
 living in areas of
 concentrated poverty
 lack a high school
 diploma
- Residents of areas of concentrated poverty can experience 12 times higher homicide rates.



The human and economic costs of childhood poverty affect everyone.

It is estimated that childhood poverty...

Raises health expenditures by

Raises the cost of crime by

Reduces productivity and economic output by

\$150 billion \$160 billion

\$160 billion

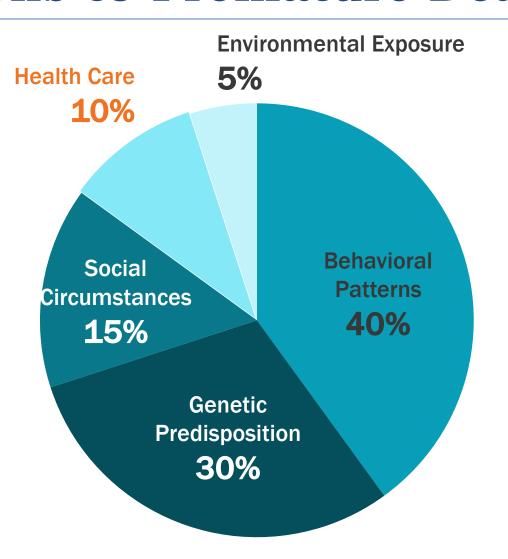
The total costs to the United States associated with childhood poverty equals

\$500 billion per year



Contributions to Premature Death

Environment and behavior account for 60% of premature death





Health # Health Care





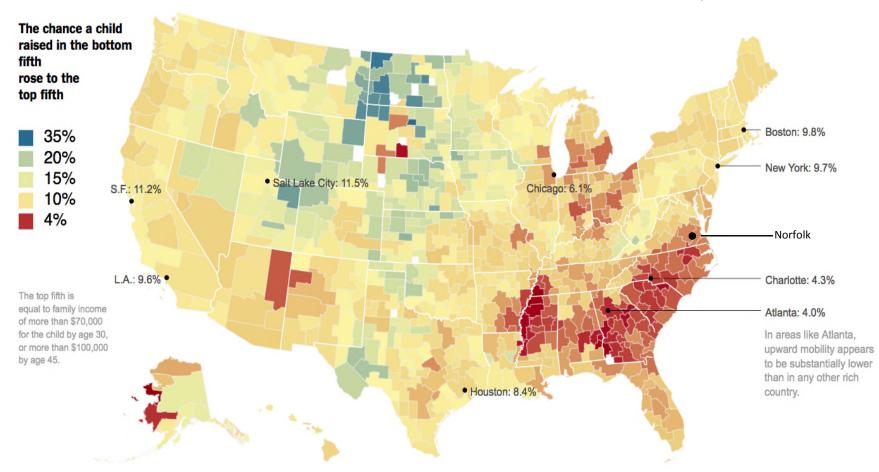






In climbing the income ladder, location matters

RAJ CHETTY, ECONOMIST





Life expectancy varies greatly depending on where you live

Within 5 miles of downtown Richmond...

a 20 year difference in life expectancy.





Purpose Built Communities is working to break the cycle of poverty

Our holistic
approach uses East
Lake as a basis for a
model that has proven
results





Neighborhood
Transformation
that is both place
based and people
centered



The East Lake Story

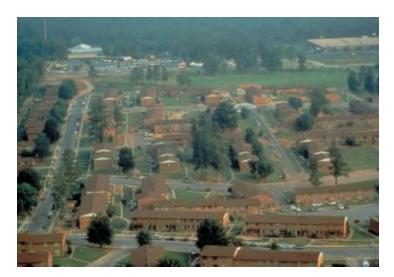
A Model for Success

 Purpose Built Communities Network

 Purpose Built Communities Network Deep Dive



East Lake Meadows - 1995











East Lake Meadows - 1995

Safety

- 18x national crime rate
- 90% of families victims of a felony each year
- \$35 million a year drug trade

Housing

- 100% public housing
- 1400 residents in 650 apartments
- 40% of units unlivable

Employment

- 13% employment
- 59% of adults on welfare
- Median income of \sim \$4,500

Education

- One of lowest performing schools in Georgia
- 5% of 5th graders meet state math standards
- 30% graduation rate



People Centered

Residents were deeply involved in planning and decision making

Participated in decision making

Held leadership roles throughout planning

Given first choice for relocation and priority for return

Set standards for background check





East Lake Meadows - 1995



Eva Davis, Former resident of East Lake Meadows



East Lake Meadows - 1995



Eva Davis, Former resident of East Lake Meadows



Villages of East Lake - Present

Safety

- 73% reduction in crime
- 90% lower violent crime

Housing

- High-quality, privately managed housing
- Mixed-income (50% public housing, 50% market rate)
- 1400 residents in 542 apartments

Employment

- 75% employment in public housing, remainder in job training, elderly or disabled
- Median income of ~ \$20k in working public housing households

Education

- \sim 1700 in Pre-K through 11th
- 98% meet or exceed state standards
- A top performing school in Atlanta and the state



The East Lake Story

A Model for Success

 Purpose Built Communities Network

 Purpose Built Communities Network Deep Dive



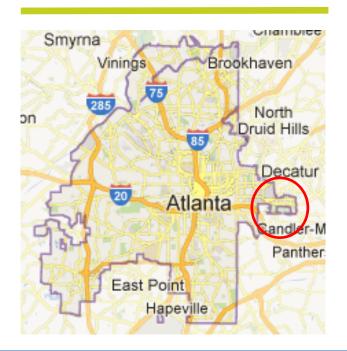
The East Lake transformation gave rise to a replicable model





Define a specific neighborhood

Atlanta, GA



East Lake



• The target area of investment (in orange) is less than 1 square mile

Target Area (Orange): Est. Population of ~1400

Area of Impact (East Lake and Kirkwood neighborhoods):

Est. Population of ~12,300

Area of Impact: Racial Demographics 58% African-American, 38% White

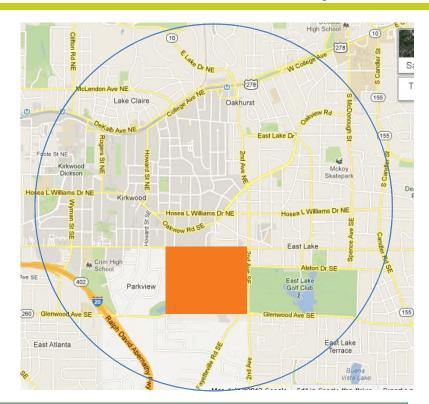


The impact will spread into the surrounding community

Broader Community

East Lake and the surrounding community saw some \$200M in new private investments in the first 10 years

- Residential and commercial investments:
 - New grocery stores
 - New bank branches
 - New and more varied housing options
 - Neighborhood retail and restaurants



The % gain in existing home prices enjoyed by East Lake residents was 4x larger than that realized by the typical Atlanta home owner



Replace concentrated low-income housing with mixed-income housing





Mixed-income housing:

- Ensures high standards in design, development, and operation
- Attracts additional public and private investment to the neighborhood
- De-stigmatizes the neighborhood



Implement a cradle-to-college education pipeline





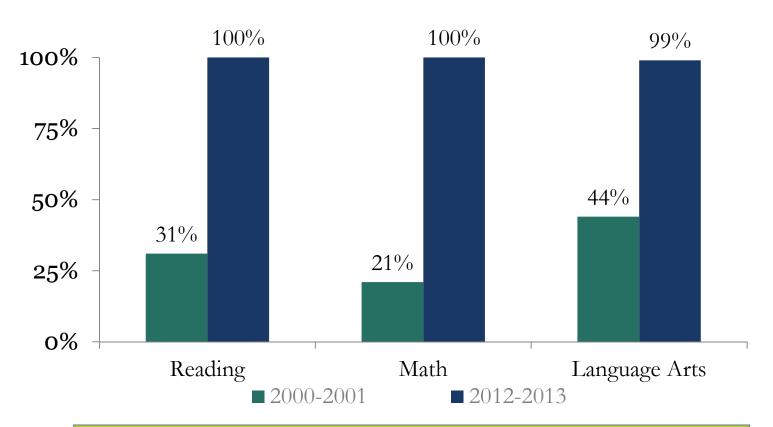
To ensure an effective pipeline:

- Direct control of school
- A neighborhood focus
- Emphasis on high-quality Early Childhood Education
- Seamless coordination between each aspect of the pipeline



Drew students have shown tremendous improvement.

Percentage of Drew 4th graders who meet or exceed standards (2013)

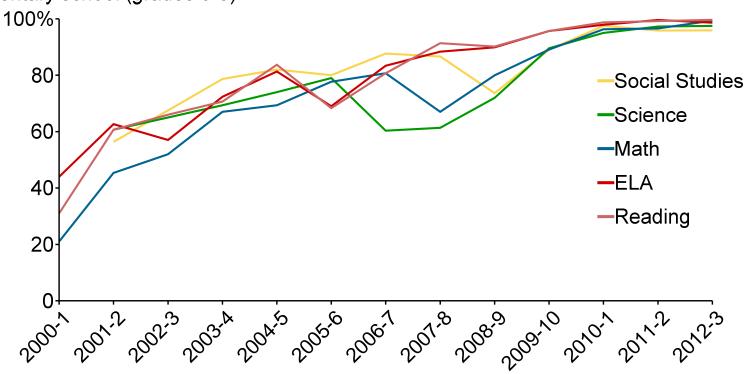


Drew moved from being the **69**th **ranked** school (last place in 2000-01) in the APS system to one of the state's top ranked schools.



Drew's improvement over time has been consistent, slow and steady.

% Meets or Exceeds on the CRCT Elementary school (grades 3-5)

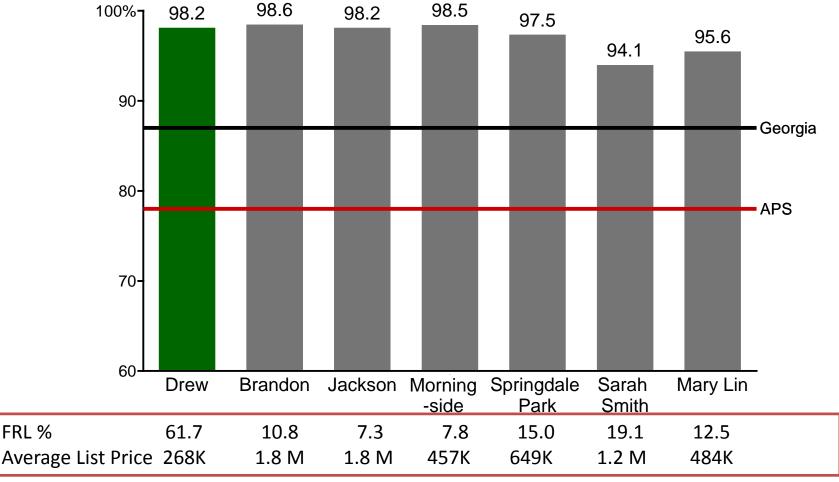


Since 2010, Drew's CRCT performance across all subjects has reached and maintained the highest levels.



Drew students perform on par with the highest achieving schools in Atlanta.

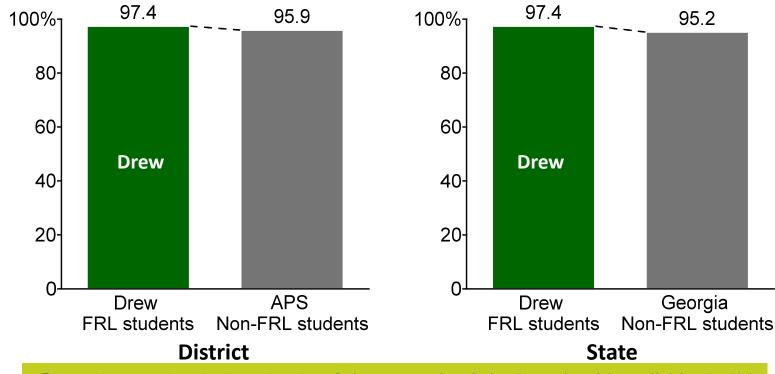
% Meets or Exceeds on the CRCT Elementary school (grades 3-5), all subjects 2012-3





Drew's FRL students outperform APS and the state's non-FRL students, effectively eliminating the achievement gap

% Meets or Exceeds on the CRCT Elementary School (grades 3-5)all subjects, 2012-3



Drew is one of only 67 schools of the 1712 schools in Georgia with available CRCT data for which **FRL students outperformed the state non-FRL average**



The East Lake Pipeline and Drew Charter School have clear levers for success

Highly effective school leader and staff: Culture of staff empowerment and autonomy, openness to collaborate with partners

5 7 3 STEAM/ Robust early Early and **Embedded** learning PBL intentional professional as a distinct program with Longer interventions development: pedagogical language Strong focus school Targeted, foundation that help model that has on literacy day/school (with seamless deep arts students ongoing year integration and transitions catch up investments provides a throughout faster in staff thematic focus pipeline)

8

Part of a coordinated holistic neighborhood revitalization effort



Coordinate effective and high quality community wellness programs and services





Services and programs are designed to:

- Assist low-income families in gaining economic stability
- Connect families to benefits and services
- Enhance the profile of the neighborhood and attract middle income families



Develop facilities and programs to promote health and community wellness

Health and Recreation

- YMCA Health and Recreation Programs
- East Lake Healthy Connections

Economic Development

- Job Training and Skill Development
- Start: ME East Lake
- Residential and Commercial Development

Broaden Social Networks

- East Lake Community Garden
- First Tee of East Lake
- Resident and Community Support Program



Develop a strong Community Quarterback

- Newly formed non-profit with a single focus
- Ensures that all programs are connected, coordinated and seamless
- Ensures high quality programming
- Ensures people in the target neighborhood are the ones served
- Braids a sustainable funding stream
- Serves as a single point of accountability

This is the Purpose Built difference



Purpose Built Model in Action





East Lake Foundation

























Rollins Center for Language & Literacy







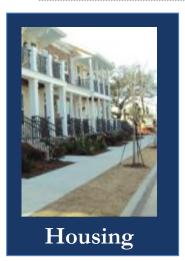
East Lake Neighborhood ·····



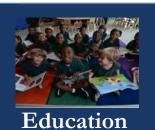
Success of the model requires the right building blocks



• Strong civic/business/faith-based leadership that fully supports Purpose Built's holistic development vision and approach



- Sufficient multifamily scale for neighborhood transformation
- Economically viable surrounding area or other "hook" (essential to attract market rate residents)
- Sufficient funding resources for affordable component



- Potential for direct local control of schools
- Preference for neighborhood children to attend schools

The Purpose Built Model





The East Lake Story

A Model for Success

 Purpose Built Communities Network

 Purpose Built Communities Network Deep Dive



Purpose Built Communities is working with local leaders to transform neighborhoods across the country





Purpose Built Communities is working with local leaders to transform neighborhoods across the country



Representative Sample of Conversations Underway

- A. Miami, FL
- B. Athens. GA
- C. Salisbury, NC
- D. Wilmington, DE

- E. Philadelphia, PA
- F. Newark, NJ
- G. Memphis, TN
- H. Cleveland, OH

- I. Detroit, MI
- J. Austin, TX
- K. Dallas, TX

Tulsa, OK

- M. Kansas City, MO
- N. Salt Lake County, UT
- O. Sacramento, CA
- P. Honolulu, HI



The East Lake Story

A Model for Success

 Purpose Built Communities Network

 Purpose Built Communities Network Deep Dive



Omaha's Highlander Neighborhood Physical Context:

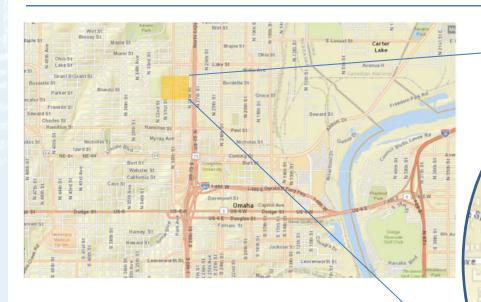
Erskine St

Burdette St

Brondo St

JC Wate St Dr

Prospect Hill Cometary Lindsay Ave



Real Estate Site: 36 acre Former Pleasant View Homes

Omaha Housing Authority Property and 55

surrounding lots

(NW intersection of 30th and Parker)

Location: North Omaha

Approximately 1 mile from downtown

Omaha and major work centers

Area Landmarks: Howard Kennedy Elementary School

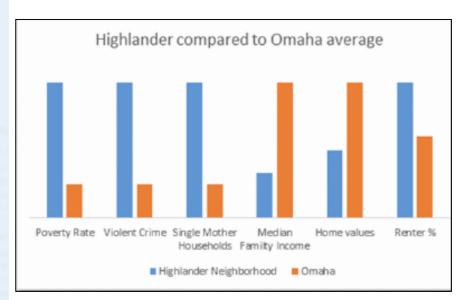
Charles Drew Health Center Urban League of Nebraska Salem Baptist Church



Omaha's Highlander Neighborhood The Challenge:

A long history of disinvestment and broken promises:

Pleasantview Homes
served as a symbol of blight and
an obstacle to progress
for the entire North Omaha area.





- 300 units of barracks style public housing (never designed with the success of families in mind)
- Surrounded by wide swaths of vacant land and dilapidated housing stock
- Mounting community distrust from over 15 years of planning and neighborhood studies with no tangible action
- Franklin and Howard Kennedy Elementary Schools ranked 398th and 402nd (out of 410 public elementary schools in NE).



Omaha's Highlander Neighborhood The Opportunity:



A transformational and sustainable development in the heart of North Omaha based on three core principles:

Mixed-Income Housing

High Quality Cradle-to-College Education

Community Wellness









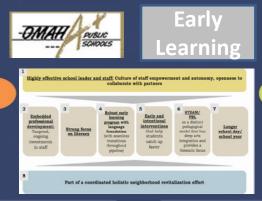


Omaha's Highlander Neighborhood
The Plan:



75 North











Highlander Neighborhood-



Birmingham's Woodlawn Neighborhood The Challenge:

Once a thriving Birmingham neighborhood:

The historic community of Woodlawn fell victim to blight because of Urban Renewal and "suburban sprawl." Due to lack of investment and jobs in the community, Woodlawn has never recovered.





Cold, hard educational outcome facts.....

READING

- □Only 10% of WIN 3rd graders read at grade level during SY13-14
- □Only 24% of WIN 8th graders read at grade level during SY13-14

MATH

- □Only 27% of WIN 3rd graders were proficient in math during SY13-14
- □Only <u>5% of WIN 8th graders</u> were proficient in math during SY13-14

COLLEGE READINESS

- ■WHS students averaged a 13.5 on the ACT
- □Only 10% of WHS students attended college after graduation
- □ Of the WHS students attending college, 86% required remedial classes



- Large plots of vacant land and a dilapidated housing stock
- Disinvestment from business
- Aging homeowners population



Birmingham Woodlawn's Neighborhood The Opportunity:



Empowering a community to lift itself out of poverty requires a holistic, integrated approach. The key to breaking the cycle of poverty and sustaining meaningful change is equipping the next generation to make a difference:

Mixed-Income Housing

High Quality Cradle-to-College Education

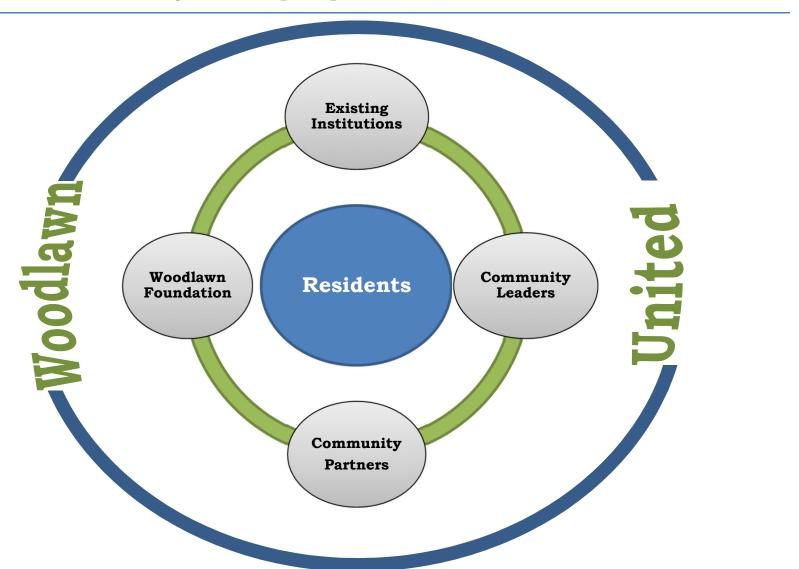
Community Wellness







Birmingham's Woodlawn Neighborhood Community Engagement:





Birmingham's Woodlawn Neighborhood
The Plan:



Woodlawn Foundation





Hollyhand Development

Mike & Gillian Goodrich























Smiles for Keeps

-Woodlawn Neighborhood-



Guard rails on the road of life?





Or hospitals at the bottom of the hill??





Contact us

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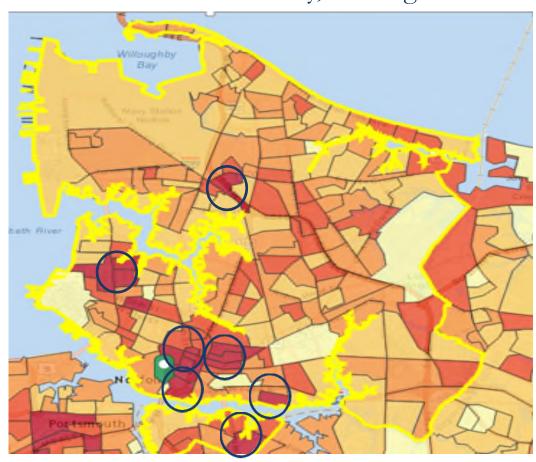
Appendix



Our mission is to help leaders implement this model in their community

Norfolk City, VA Region

- There are at least 6-7 census tracts with concentrated poverty rates in the city of Norfolk.
- 40, 416 people are live below the poverty level.







Over 25% of Norfolk's elementary schools rank in the bottom 10% in the state of VA.

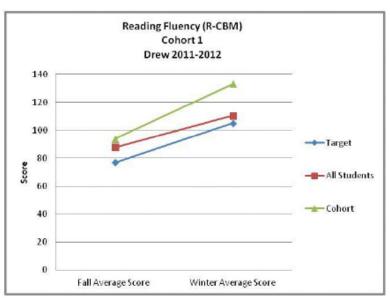
Norfolk Elementary Schools	State Percentile	State Rankings
Campostella ES	0.3%	1090/1093
Jacox ES	0.5%	1088/1093
St. Helena ES	0.6%	1086/1093
Chesterfield Academy ES	0.8%	1084/1093
Lindwood ES	2.6%	1065/1093
James Monroe ES	3.3%	1057/1093
Coleman Place ES	4.1%	1048/1093
Tidewater Park ES	7.1%	1015/1093
Richard Bowling ES	7.7%	1009/1093

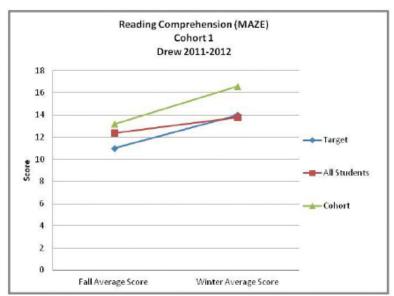


Source: Schooldigger VA rankings 2014-2015; SchoolDigger ranks schools by each school's Average Standard Score. The school with the highest Average Standard Score is ranked #1 in the state.

Case Study: Early Learning pipeline prepares students for kindergarten

Children who attended Drew's Pre-K performed, not only **above targets established by AIMS Web** developers, but also **outperformed their peers** in both reading fluency and reading comprehension.





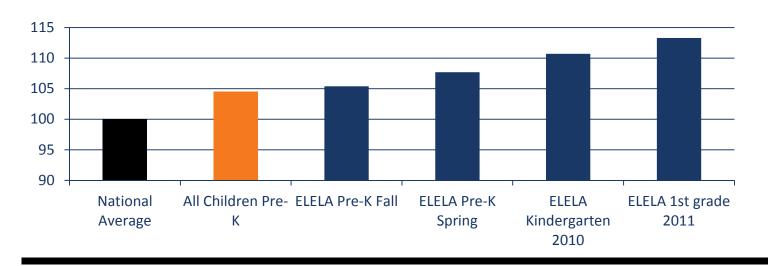
Pipeline leads to a more rigorous and successful K-8 experience

- Kids are better prepared when entering kindergarten and can handle a more rigorous, accelerated curriculum as they move through the school
- Allows for longitudinal tracking of students through the pipeline
- Children continue to improve over time through 8th grade



Case Study: Early Learning pipeline fosters a lasting impact

Peabody Picture Vocabulary Test (2009-10) Average standard score



- On average, children attending East Lake Early Learning Academy scored above the national average on the PPVT-4.
- The children maintained above-average scores and scores have increased annually
- These data illustrate the lasting impact of a quality, language-rich preschool on language development



Our first-cut analysis suggests an IRR of over 40%

For a neighborhood of 12,000 residents

- Costs
 - Capital Costs
 - \$80M in Education infrastructure
 - \$80M in Housing
 - \$40M in Wellness
 - Ongoing Opex
 - \$4M in Lead Org and Gap philanthropy

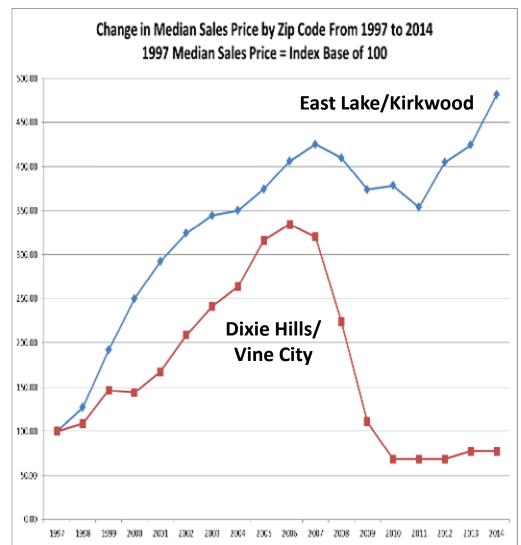
- Annual Benefits
 - Productivity
 - \$28M in employment income
 - \$5M in property benefits
 - Safe
 - \$17M in Victimization savings
 - \$14M in Criminal Justice savings
 - Health
 - \$36M in improved Health Capital
 - \$6M reduction in Health expenditures
 - \$1M reduction in Special Ed expenses
 - Education
 - \$45M in intervention savings and drop out rates



Property values in the neighborhood have improved and been sustained.



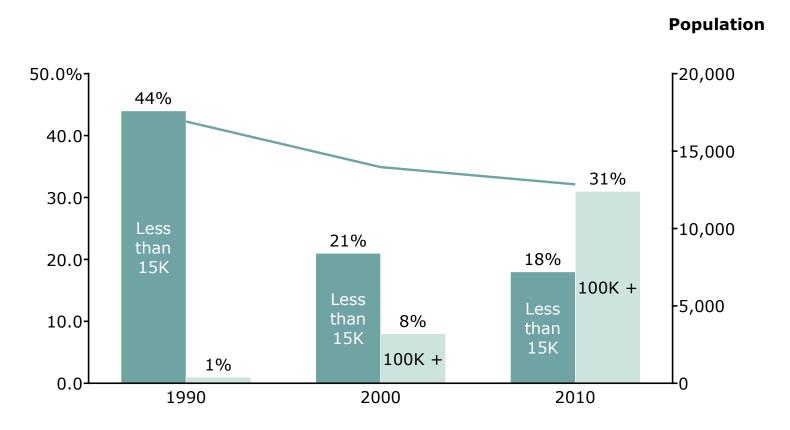


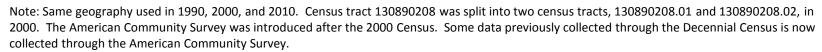




Incomes have increased significantly in the neighborhood.

East Lake Neighborhood Over Time: 1990, 2000, and 2010







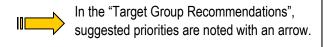


Leadership · Advocacy · Support

REPORT OF THE VSBA TASK FORCE ON SCHOOLS IN CHALLENGING ENVIRONMENTS

OCTOBER 2014

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Rodney Jordan (co-chair) School Board Member Norfolk City Public Schools

Dr. Mark Lineburg (co-chair) Superintendent Winchester City Public Schools

Julie Bennington School Board Member Bedford County Public Schools

Dr. Scott Brabrand Superintendent Lynchburg City Public Schools

Dr. Steve Constantino Superintendent Williamsburg-James City County Public Schools

R. Tyrone Foster School Board Member Bristol City Public Schools

Penny Franklin School Board Member Montgomery County Public Schools

Bob Hundley School Board Member Hanover County Public Schools

Atiba Muse School Board Member Petersburg City Public Schools

Shelly Simonds School Board Member Newport News City Public Schools

Lori Vaught School Board Member Roanoke City Public Schools

Juandiego Wade School Board Member Charlottesville City Public Schools

The Virginia School Boards Association (VSBA) Task Force on Schools in Challenging Environments was created by the VSBA Board of Directors at its June 6, 2013 meeting to make recommendations to the Virginia Board of Education and the Virginia Department of Education on ways to help challenged schools in Virginia. The task force was created as a result of requests for assistance and concerns among VSBA member boards related to school divisions struggling to reach their most challenged student populations. This coincided with legislation related to the grading of public schools on an A-F scale and the creation of the Opportunity Educational Institution (OEI). Since its creation, task force highlights include:

- Hosting members of the Virginia Board of Education and the incoming state superintendent of public instruction at a task force meeting
- Presenting to the Virginia Board of Education
- Holding a September 2013 roundtable discussion session with school board members, superintendents, and Virginia Board of Education members to discuss challenged schools
- Conducting a webinar, "Real Numbers, Real Challenges" with Virginia legislators
- Presenting at the VSBA Annual Convention
- Having a "Schools in Challenging Environments" track at the VSBA Annual Convention
- Holding a joint meeting with the VSBA Task Force on Virtual Learning
- Hosting "The School Board's Role in School Improvement and Turnaround Conference"
- Initiating the "Practices of Promise for Schools in Challenging Environments" summit schedule for December 11, 2014
- The creation of this document, which was created to highlight initial steps and suggestions and is intended to be a functional and ever-evolving report

Following the Numbers

Through a review of statewide data, the task force discovered that schools which fail to achieve accreditation over multiple years contain segregated populations comprised mostly of low income children and children of color. Specifically, in 2013-14 the 37 identified Priority Schools in Virginia have student populations averaging 84.5 percent free and reduced lunch and 86 percent minority students. Further, nearly every identified "challenged school" (50% free/reduced lunch with special attention to free lunch students [hyperpoverty]; Priority Schools) is in a neighborhood of both high unemployment and high poverty.

Educators and politicians across the Commonwealth have repeatedly called for reform in schools where there is a continual failure to meet state and federal accountability standards. Interestingly, when looking at even the most rudimentary data, we continue to see vast gaps in achievement between minority and economically disadvantaged students compared to white and affluent students throughout the Commonwealth. These gaps in achievement continue to exist in spite of a decade of interventions that have almost solely been based on addressing achievement through high stakes tests. The chart on the following page demonstrates the staggering disparity.

While the focus of the Commonwealth's accountability movement has focused on schools labeled as "failing", the true challenge lies in specific groups of students who continue to struggle regardless of their geographical location. The task force believes that the much documented "achievement gaps" extend into every school division in Virginia. However, the geographic concentration of these children clearly exacerbates the learning environment challenges.

State Pass Rates					
Subject Area	Group	School Year			
		2011-2012	2012-2013	2013-2014	
English/Reading	All	88.81%	74.63%	74.40%	
	Black	80.40%	58.56%	58.86%	
	Hispanic	84.20%	65.17%	64.59%	
	White	92.60%	81.98%	81.63%	
	Economically Disadvantaged	80.73%	59.25%	59.27%	
Mathematics	All	68.47%	71.07%	74.28%	
	Black	51.78%	55.26%	59.56%	
	Hispanic	61.00%	63.52%	66.65%	
	White	75.06%	77.40%	80.39%	
	Economically Disadvantaged	53.73%	56.76%	61.09%	

Statewide there remains a 23 percent gap in reading between African-American and white children. In addition, a 22 percent reading gap occurs between students in poverty and white students. The gap in mathematics is almost equally pronounced. Unfortunately, there remains a strong correlation in Virginia between students of color and poverty.

It is clear that the primary result of the current assessment structure has been to punish schools with a high percentage of students who are both impoverished and of color. Regardless of zip code, minorities and students in poverty struggle to attain benchmarks even at the most affluent schools in the Commonwealth. For instance, economically disadvantaged students in one of Virginia's most affluent divisions had a 61 percent pass rate on the 2014 end-of-course English Reading test—just 2 percent above the state average—and those scores fall a whopping 35 percent behind white students in the same division. This would lead even a novice researcher to conclude that this seemingly "successful" division educates economically disadvantaged at only a slightly better rate than some of Virginia's most embattled districts that are regularly labeled as "failing".

The VSBA Task Force on Schools in Challenging Environments maintains that the limited manner in which we evaluate and label schools punishes "challenged schools" in large measure due to their high-poverty, racially isolated makeup. The task force members believe that a number of specific actions must occur in order to not only help schools in challenging environments, but to assist children across the Commonwealth who come from the most challenging situations.

The Opportunity

As a task force, we devote special attention to the "school effect"—the role of professional educators managed by superintendents operating with strong school board governance. Public school divisions throughout the Commonwealth open their school doors to Virginia's children with all the special gifts, talents, and diversity they bring. However our students come to us, no matter their circumstances, it is our charge and our commitment to prepare our children for college and career and as Virginia's emerging leaders and workforce. Our recommendations do not shy away from or make excuses for that mammoth responsibility. Driven by data and research, the task force also recognizes and appreciates the "community effect" on student achievement. The daily quality of teaching and learning in our classrooms involve students, parents, faculty, and everyone in our communities.

After considerable deliberation and attention to best practices and research, we prioritized five domains, each of which are addressed individually within this report:

- Community & Family Engagement
- Funding & Resources
- · Specialized Training
- Student Learning
- Teacher Quality

We also target our recommendations to the following groups:

- School Board / Governance Leadership Teams
- Community Groups
- Internal / External Stakeholders (i.e. faculty, parents, business, community, local government)
- General Assembly, including the governor and state offices
- VSBA

The task force recommendations embrace the current VSBA theme of "We Are One", particularly around the concept that the academic success and achievement of all our students impacts every citizen and every community in Virginia. As an example, consider the costs and savings to the Commonwealth associated with graduation rates. The recent Joint Legislative Audit and Review Committee (JLARC) study on Low Performing Schools in Urban High Poverty Communities documented "the 10 percent highest poverty high schools (in Virginia) had an average on-time graduation rate of 81.9% in 2013 compared to 96.5% for the 10 percent lowest poverty schools. Similarly, the dropout rate for the highest poverty high schools was 10 percent in 2013, compared to 1.9 percent in the lowest poverty high schools."

Utilizing research derived from the Alliance on Excellent Education, should our task force recommendations helped to yield a 5% increase in graduation rates for male students, Virginia's annual Crime Related Savings would be \$362,000,000 and Additional Earnings Savings of \$33,000,000 for a Total Annual Benefit to the State Economy of \$395,000,000.

One final note when considering these initial set of recommendations is that the VSBA Task Force on Schools in Challenging Environments holds the belief that our academic expectations must be high for all of our students in all of our divisions be they labeled urban, suburban or rural; or affluent, middle-class or high-poverty. Our goal for "challenged schools" is an established norm of excellence at least on par with other schools in the Commonwealth. We believe our communities cannot accept a lower standard for challenged schools, and it is our hope that we will work together so that no schools in Virginia would meet the definition of being in a challenged environment; in fact, we encourage Virginians to work toward that goal—we must.

Until we arrive there, please consider these words from Dr. Richard Kahlenberg, "In discussing the difficulties of making high-poverty schools work, it is important to draw a distinction between the problems associated with concentrations of school poverty and beliefs about the ability of poor children to learn. Many people confuse the first with the second. Evidence suggests that children from all socioeconomic groups can learn to high levels if given the right environment. High-poverty schools, however, do not normally provide the positive learning environment that children need and deserve."

DOMAIN OVERVIEW

Families are the first and most influential teachers of their children. The academic achievement of all students is sustained and enhanced with quality programs and processes that promote the engagement of families in the academic lives of their children. This overview is designed to allow readers to understand the various roles of school boards, communities, the General Assembly and the VSBA in creating a framework that supports improvement in challenging schools.

Schools in challenged environments often encounter stressors on families (i.e. work hours, neighborhood conditions, and housing quality) that place obstacles on student learning. True family engagement that encourages real partnerships and family efficacy in student learning can assist in overcoming these barriers.

Family engagement is not a sole solution to student achievement woes. As a matter of fact, the best results occur when it works in tandem with fundamentally strong instructional and assessment strategies. Family engagement is a means to an end, a process that results in improved outcomes for students. Families who build strong efficacy in the educational lives of their children can make a huge difference in the degree to which their children are successful in school. The concept of family engagement is simple. Involve families in the learning lives of their children and they become partners and advocates of success.

The VSBA Task Force on Schools in Challenging Environments embraces the notion of family and community engagement as an important pillar of reform in helping all schools succeed. A brief description of each of the task force recommendations follows.

School Board / Governance Leadership

The role of any school board is to ensure that it promotes and creates a strong district commitment to family engagement through policy development and a clearly articulated strategic plan includes specific language regarding the promotion of family engagement as a conduit to improved student achievement. The views of both internal and external stakeholders are necessary to inform an appropriate division direction and vision with regard to this type of engagement.

Community

Through business and community engagement programs, communities can be given every opportunity to celebrate the accomplishments of schools, children and teachers, advocate for high quality enrichment opportunities not dependent upon family contributions, and leverage community events to showcase school events. The degree to which the community works with schools and divisions to create a shared vision of engagement further enhances and develops the concept.

General Assembly

It is imperative that the General Assembly recognize and acknowledge the value of family engagement in education as well as provide the necessary framework and flexibility for all schools and divisions. For example, increasing local flexibility under the SOQs and conducting listening tours (modeled after VSBA) of challenged schools will go a long way to instilling the notion that family and community engagement is essential to the learning needs of every student.

DOMAIN OVERVIEW

VSBA

The VSBA plays a critical role in supporting family and community engagement through, and expanded recognition of, divisions that engage families and can show academic outcomes for their efforts. Further targeted reviews can be conducted that specifically address state policies that limit or hinder family and community engagement in schools and divisions. Most importantly, the VSBA can conduct ongoing family engagement training as part of their comprehensive training program for school board members across the Commonwealth.

TARGET GROUP: School Board/Governance Leadership Team

RECOMMENDATIONS



- Ensure a division commitment to family engagement through policy development with support for clearly articulated goals in family engagement
- Explore differentiated funding supports to enhance family engagement opportunities and professional development for staff
- Promote family engagement in school and division decision making through policy and procedures
- Ensure that the division strategic plan includes specific language regarding the promotion of family engagement as a conduit to improved student achievement
- Create an effective family engagement division survey

ANTICIPATED OUTCOMES

- Goals regarding the extent and type of family engagement are extensive, specific, and require regular measurement to ensure continued effectiveness for the division and individual school sites
- Family engagement survey results measure effectiveness of policy and practice

ACCOUNTABILITY

- VSBA / task force provides community & family engagement policy template
- Superintendent recommends to board
- Governance leadership team discusses in work session; includes in policy/regulations
- Superintendent recommends update to Strategic Plan or appropriate district document
- Task force provides survey to divisions

DURATION/TIMELINE

- Immediate upon adoption of new policies
- Strategic planning can be 6-12 months depending on where a division is in the process; adapting a strategic plan to incorporate specific family engagement processes and practices is less time
- Survey can take 6-12 months in development

- Costs associated with policy or procedural changes
- Costs of additional hours for staff or dedicated staff in family engagement
- Costs associated with survey development and implementation

TARGET GROUP: Community

RECOMMENDATIONS

- Celebrate student academic success at every opportunity (i.e. faith-based institutions, community meetings, local businesses)
- Through business and community engagement programs, advocate for high quality enrichment opportunities not dependent upon family contributions
- Coordinate / leverage community events to align with school events and activities
- Facilitate / support home and community visits of teachers and principals
- Create a shared vision with all community stakeholders that all students can learn and the partnership between the school and the community is vital to that end

ANTICIPATED OUTCOMES

- Increase number of positive images of academic achievement
- Extracurricular activities are not limited by family income
- Increased positive academic experiences outside of the school setting through collaborative / leverage resources
- · Increased home and school interactions
- Increased teacher understanding of children's strengths and assets
- Decrease in student behavior incidents
- Eliminate barriers to family and community engagement (i.e. transportation, child care, timing of events)

DURATION/TIMELINE

 Target dates and timelines included in locally adopted strategic plan or relevant plan document

- Budget neutral
- Increased time demands on teachers and principals; see other domains for supports

TARGET GROUP: General Assembly

RECOMMENDATIONS

- Recognize and acknowledge the value of family engagement in education
- Provide the necessary framework for all schools and divisions
- Increase local flexibility under the SOQs (i.e. office staffing needs of two schools of the same size but in different environments are not necessarily equal)
- Conduct "listening tour" of challenged schools modeled after VSBA tours
- Recognize successful parental and family activities with commending resolutions

ANTICIPATED OUTCOMES

- Provide superintendents with increased flexibility to match resources with needs / demands
- Flexibility of local spending
- Legislation that is supportive of challenged schools
- Scale back or eliminate punitive measures based solely on lower test scores

DURATION/TIMELINE

- Listening tour following 2015 General Assembly session through July 2015
- Recommend studies / proposed legislation for 2015 General Assembly session

BUDGETARY CONSIDERATIONS

Budget neutral

TARGET GROUP: Virginia School Boards Association

RECOMMENDATIONS

- Expand recognition of divisions that engage families and can show academic outcomes for their efforts
- Conduct targeted review of state policies that may limit or hinder parent and community engagement in schools
- Conduct training for school board on family and community outreach (specific methods on school board engagement)

ANTICIPATED OUTCOMES

- Highlight the role of the board in supporting challenged schools through friendly competition
- Remove policies barriers, if any, that may limit support of challenged schools

DURATION/TIMELINE

- Training underway and ongoing
- First recognition at 2015 VSBA Conference on Education
- Policy review completed by June 2015

BUDGETARY CONSIDERATIONS

Minor impact

DOMAIN OVERVIEW

Virginia public schools in challenging environments are almost entirely located in high poverty areas with unemployment that far exceeds the state average and low per-capita family incomes. School board members are often overwhelmed by the vast multitude of challenges faced by schools, as well as the multitude of needs the students face prior to walking into the school each day. For students in challenging environments there is a vast resource gap that exists between students in poverty and those not in poverty. These resources are tangible and include lack of access to technology, lack of enriching opportunities, lack of access to proper nutrition, and even a lack of living in a safe environment.

The policy and political challenge of providing equal or equitable resources for high poverty schools continues to vex our state and country. Federal and state funding, local resources, grant funding, and human capital programs must target efforts to close the financial and resource gaps between high and low poverty districts, high and low poverty schools within districts, and resource capacities that may exist between the localities who are challenged with the burden to provide educational supports beyond the Standards of Quality. A framework that emphasizes equity is essential to bridging the resource gap.

In the private sector, hard-to-fill positions, jobs requiring specialized skills, and work in challenging environments are often targeted with salary premiums to attract and to retain top talent. In school divisions across the Commonwealth, labor costs are the largest expenditure in our schools. In an article, "Why Public Schools Lose Teachers," it is estimated that in order to get nonminority female teachers to stay in urban schools, school officials would have to offer a salary premium of between 25 percent and 43 percent for teachers with zero to five years of experience. Considering that, incentives to train and retain educators in challenging environments must be a high priority.

Facing economic and political realities at federal, state, and local levels, task force recommendations provide focus and attention on actions to support better academic achievements within current frameworks ("how do we better leverage what we have"), while laying the groundwork for not only closing resource gaps but allowing data and outcomes to drive funding.

School Board / Governance Leadership

The key work of the school board and governance leadership team begins with drawing a deep line of distinction between the beliefs about the abilities of low-income children to learn, and the challenges, effects, and barriers children in poverty and schools in concentrated poverty have with accessing a positive environment to learn. It is clear that poverty is not an excuse for lack of academic achievement; however, there should also be no excuse for not providing additional support for high poverty schools.

The task force acknowledges that students in poverty face greater challenges than their more affluent peers. Therefore, school boards must deepen their awareness and understanding of funding sources and how they can be used in schools in challenging environments beyond noting per pupil expenditures. We recommend school boards execute equity audits to provide quantitative and qualitative data of human, physical, and financial resources allocated to high need schools and the quality and effectiveness of those resources.

Community

Low-poverty schools benefit from a resource network typically unavailable at high-poverty schools – the supplemental resources provided by the parents and community enrich student learning opportunities. Field trips, enrichment activities during the school day, parent volunteers with high education back-

DOMAIN OVERVIEW

grounds, and the capacity for substantial fundraisers augment district-provided resources in affluent schools. These are all resources that need to be enhanced in the low-poverty school environment above and beyond the basic needs of children provided for in the home. These resources in part come from vast and comprehensive wraparound services.

We recommend wraparound services for schools in challenging environments to support the basic needs of low-income children such as nutritional, medical, and dental care while establishing effective community partnerships designed to provide school-based enrichment opportunities for students comparable to those at low-poverty schools.

General Assembly

The General Assembly must give immediate focus and attention to technological gaps that exist for students in challenging environments both in school and at home. The technological challenges for schools in challenging environments pertain to physical assets (i.e. broadband speeds, network infrastructures) as well as human assets (i.e. qualified support engineers and staff). The attention to technology also requires special attention to geographic gaps – the challenges faced by small or rural districts and the access to technology in contrast to dense population or high income urban and suburban areas.

VSBA

The VSBA is in a unique position to provide training and board development related to budget development / awareness for challenged schools. Additionally, as a statewide association of 100% of Virginia's school boards, the VSBA would be able to recognize and share effective programs that bridge resource gaps.

TARGET GROUP: School Board/Governance Leadership Team

RECOMMENDATIONS

- Board awareness of the variety of funding sources and how they can be used in challenged schools (SIG, title, local, state, federal, grants)
- Board and leadership training on allocation of resources to the most high needs schools and classrooms in a school division
- Board and leadership development related to closing student resource gaps through community outreach and support (wraparound services)
- Community support for nutrition, basic needs, and medical needs

ANTICIPATED OUTCOMES

- Board and leadership awareness of the variety of funds
- Funding allocations reflect the needs of schools and classrooms
- Increase student academic performance, increase student attendance, and decrease student behavior incidents

ACCOUNTABILITY

• Attendance at training by all members of governance leadership team

DURATION/TIMELINE

• 2014-2015 School Year

BUDGETARY CONSIDERATIONS

· Budget neutral

TARGET GROUP: Community

RECOMMENDATIONS



 Development of programs that prevent barriers to student learning (nutritional needs, medical and dental care)

ANTICIPATED OUTCOMES

- Increase student attendance, which will improve academic achievement
- Positive correlation between brain development and wellness
- Community wraparound support plan or adopted "best practices" model

DURATION/TIMELINE

• 2014-2015 School Year

BUDGETARY CONSIDERATIONS

• Could impact local spending (i.e. partnering with Communities in School)

TARGET GROUP: General Assembly

RECOMMENDATIONS



 Establish / expand special funds to support broadband and technology infrastructure at challenged schools with special attention to rural divisions



- Close the technology resource gap between students in poverty and other students.
- State funding formulas need to bridge resources gaps for challenged schools
- Charge Commonwealth advisory boards, agencies, and technology focused partnerships to develop specific policy and public/private initiatives focused on digital inclusion

ANTICIPATED OUTCOMES

- Increased scores on standardized tests
- Provide 21st century skills and learning tools for students in challenged schools
- Increase in graduation rates and decrease in student drop-outs

DURATION/TIMELINE

2015 General Assembly session

BUDGETARY CONSIDERATIONS

Substantial increase to state contribution for technological resources

TARGET GROUP: Virginia School Boards Association

RECOMMENDATIONS

- Develop specific workshops for board development related to budget development / awareness for challenged schools
- Recognition and sharing of effective community outreach programs or wraparound service programs that bridge resource gaps
- Lobby General Assembly for student technology devices that close the resource gap for students in poverty

ANTICIPATED OUTCOMES

- Increase leadership capacity for school board members by increasing awareness of the challenges and opportunities that exist in funding, grants, master scheduling, etc.
- Increase equity of opportunity for students and schools within divisions
- Increase in "challenged schools" listed as board priority (self-reported on VSBA task force survey)
- Increased technology funding and/or flexibility with existing funding
- General Assembly School in Challenging Environments Caucus

DURATION/TIMELINE

• 2015

BUDGETARY CONSIDERATIONS

Budget neutral

DOMAIN OVERVIEW

School boards understand governance leadership training form the basis for solid governance execution. Schools in challenged environments are often schools populated with students from high poverty families and neighborhoods or faced with other challenges such as mobility or homelessness. As a task force, we recommend "specialize training" for each target group toward greater understanding of the challenges of these students and schools leading toward improved policies and practices to support academic success.

All stakeholders involved in public education—students, parents, teachers, superintendents, school board members, elected officials, et. al.—bring with them their own personal set of experiences. Too often in public education, personal anecdotes trump data, policy, and practice.

Schools in challenging environments bring with them special sets of opportunities and conditions. These schools often have higher rates of student mobility, teacher turnover, incidents of discipline, conditions at home and the community that hinder learning, and more. In many professions a generalist is suitable for providing primary care or solutions for improving conditions common to many; however, it is a specialist who has particular skills and knowledge for a particular set of conditions or circumstances. The specialized training domain recommends unique skills, practices, and policies intentionally designed and implemented for schools in challenging environments; we recommend specialized training for each target group beginning with the governance leadership team.

Donald McAdams points out in his book *What School Boards Can Do*, "Governance springs directly or indirectly from the people; governance is always shared; and governance must control management. This is because our democracy had been designed to reflect the will of the majority, protect the rights of the majority, and check the exercise of power."

Our recommendations include professional development training for new and current school board members. The professional development shall include a series of topics on high quality, effective board governance and shall include an emphasis on the needs of students in challenged environments.

As mentioned earlier, the task force recommend that schools in challenging environments be served by specialists and with specialty. Not all urban districts are the same even if their demographics are similar. A low-income neighborhood with generations of family members attending can be vastly different from a low-income neighborhood with high mobility rates or homelessness amongst its families.

In the Commonwealth of Virginia, schools in challenging environments are overwhelmingly schools with large minority populations and concentrations of poverty. A recent JLARC report on Low Performing Schools in Urban High Poverty Communities, found "only two of the states 120 highest poverty elementary schools scored above the state median on the English SOL." Additionally, the report documented the primary barriers to Virginia student improvement efforts at these schools included "difficulty training, attracting and retaining effective, committed staff and difficulties with the relationship between schools and their education consultants." Our task force research supports those findings and notes these challenges exist in high-poverty schools in urban, rural, and suburban divisions alike.

In the set of recommendations that follow are actions for all school divisions across the Commonwealth to consider as well as divisions with high levels of poverty and minority students. Because children in high-poverty schools typically live in high-poverty neighborhoods and bring to school with them challenges

DOMAIN OVERVIEW

outside of the school's direct control, we include actions for local government and community partners to consider.

In summary, a wide range of research over the past fifty years or more documents the challenges students who live in poverty and attend high poverty schools face in the area of academic achievement. In the Commonwealth of Virginia, we recommend specialize training for key target groups with emphasis on the government leadership teams and district teachers and administrators. Demographic shifts in the Commonwealth are underway; our cultural and ethnic diversity, our number of families in poverty, our demand for skilled workers to serve our industry, our diversity in governing bodies are all increasing.

To retain Virginia's competitiveness, we must continuously train and retrain ourselves in best practices so that our educational policies and practices align with our economic development, housing, workforce, and legislative policies and practices that not only advance our children attending schools in challenging environments, but begin to reduce the number of challenging environments our children encounter.

TARGET GROUP: School Board/Governance Leadership Team

RECOMMENDATIONS



- Inclusion of "challenged schools" focus in strategic plans / board priorities
- Include high-poverty schools / best practices training in board professional development (increase percentage for high poverty divisions)
- Establish professional development and differentiated instruction "ends"; support with budget priorities
- Undergo professional development training and/or research the following areas: equity
 audit; resources and budget; reduce areas of poverty (zoning); policy development; data
 analysis; crucial conversation; growing community support and awareness; and knowing
 the right questions and "look-fors"
- Understand and monitor characteristics of challenged schools
- Review policies and best practices matching principal and teacher talent and experience with conditions / needs of challenged schools



Participate in VSBA school improvement board training track

ANTICIPATED OUTCOMES

- Governance leadership team training track on "challenged schools"
- Best practices professional development library for boards
- "Right questions to ask" to support "ends" and monitoring
- "Challenged schools" plans in strategic plans / board priorities
- Board review of HR reports related to challenged schools (i.e. high qualified / effective staff matches; staff turnover)

ACCOUNTABILITY

- Placement of "challenged schools" review on board agenda as warranted per local division
- Board adoption of challenged schools resolution
- Commitment to support / participate in challenged schools and / or SIG training / tracks

DURATION/TIMELINE

2014-2015 School Year and Ongoing

- Professional development may call for increased spending or reallocation of existing resources
- Funding supports to retain/attract highly qualified & effective administrators and staff may be required

TARGET GROUP: Internal Stakeholders

RECOMMENDATIONS

- Development of or expansion of best practices research library of challenged schools
- Integrate messaging of challenged schools into PTA / PTO meetings and other events
- Share lesson plans, techniques, and innovations shown to result in positive student achievement in challenged schools
- Review HR policies and practices for modification and governance leadership team review / adoption
- Recommend reporting strategies / techniques to highlight attention and focus to children in challenged schools
- Review current evaluation instruments for alignment with goals and realistic conditions of challenged schools

ANTICIPATED OUTCOMES

- Provide a resource base of best practices and research for practitioners
- Provide contextual understanding as to the challenges of "challenged schools"
- Enhanced mapping of staffing at challenged schools
- Increased use of challenged school research in professional development
- Challenged school focus at Virginia Association of School Superintendents (VASS), PTA / PTO, Chamber of Commerce, and other local & statewide associations
- Increase awareness of challenged schools reported on community surveys
- Increased advocacy for challenged schools

ACCOUNTABILITY

- Creation of a web site with best practices and research
- Human resources reports on teacher and administrative retention
- VDOE shares best practices and includes in MOUs / agreements related to priority & focus schools
- PTA / PTO includes challenged schools on advocacy agendas
- Governance leadership teams implement and review equity audits

DURATION/TIMELINE

• 2014-2015 School Year

BUDGETARY CONSIDERATIONS

 Budget neutral—recommendations inclusive within current resources; recommendations give focus to challenged schools

TARGET GROUP: External Stakeholders

RECOMMENDATIONS

- Expand and / or enhance community vision with focus on equity for all students
- Support targeted funding aligned with recommendations
- Analyze return on investment and social return on investment of challenged schools producing successful graduation pathways aligned with local / state averages

ANTICIPATED OUTCOMES

- Provide communities with understanding of equity gaps within and among school divisions
- Local governing bodies support of funding requests tied to needs of school in challenging environments

ACCOUNTABILITY

- Equitable resources among schools and school divisions
- · Review annual outcomes of funding initiatives
- Governance leadership teams identify needs and project outcomes specifically focused on challenged schools to local appropriating bodies

DURATION/TIMELINE

Immediate budget planning for FY 2015-2016

BUDGETARY CONSIDERATIONS

 Supports for schools in challenged environments may require reprioritized or additional funding

TARGET GROUP: General Assembly

RECOMMENDATIONS

- Provide flexibility in SOQs supporting resource needs of challenged schools (i.e. small challenged school may require additional front office support than a non-challenged schools with similar enrollment)
- Establish the Schools in Challenging Environments Caucus -- a bi-partisan, geographically diverse group of legislators dedicated to addressing academic and economic outcomes for students who attend schools in challenging environments
- Submit legislation requiring school boards with one or more schools with accreditation denied or in warning for three consecutive years to undergo specialized training

ANTICIPATED OUTCOMES

- School divisions allowed to better meet the needs of their population
- Implementation of existing SOQ recommendations and / or creation of SOQ study specifically tied to task force recommendations
- Establish specialized training fund or reallocate existing funds
- Make board training a requirement of SIG funding

ACCOUNTABILITY

- School divisions provide report / justification of SOQ adjustments
- VSBA provides recommended legislation to Schools in Challenging Environments Caucus

DURATION/TIMELINE

2015 General Assembly session

BUDGETARY CONSIDERATIONS

Pending outcome of General Assembly review

TARGET GROUP: Virginia School Boards Association

RECOMMENDATIONS

- Train leaders in engaging in difficult dialogue
- Develop a plan that makes addressing the issues related to challenging schools a primary point of emphasis
- Conduct evaluation of "Role of Boards in SIG" programming and enhance / expand
- Continue / expand tracks on challenged schools at VSBA conferences
- Add "challenged schools" progress award/recognition

ANTICIPATED OUTCOMES

- 100% of high poverty divisions trained
- 100% of all divisions trained
- Continually improving boarding training tracks on challenged schools

ACCOUNTABILITY

- Adoption by VSBA Delegate Assembly
- Inclusion, if needed, in VSBA strategic plan

DURATION/TIMELINE

- Review of boards and SIG Training (end of grant period)
- Challenged schools training tracks (ongoing)

- Grant funding to support training
- Fee for service training model
- Staff professional development or consultant fees to deliver training as core VSBA offering

DOMAIN OVERVIEW

The task force has identified student learning as an important focus area for challenged schools. To make advances in student learning it is important to recognize the impact of poverty on many of our students. While there is much within our students' lives schools cannot control - such as sleep schedules, adult supervision, food insecurity, family turmoil and safety at home – we can direct student learning at school. Therefore, this domain is a powerful one in terms of school and particularly student academic improvement.

Extended learning time is an important strategy for low-income students because it allows for more time with educators and adult role models. In today's economy, most mothers and fathers work full-time jobs with very few "stay-at-home parents" available during the school day. We have also observed a rise in single parent households and households where a single parent works two jobs. This means that our traditional school day is out of sync with the lives of many of today's parents. An extended school day would be a win-win for parents, children and educators, but would have a budgetary impact that would need to be considered.

In addition to an extended school day, an extended school calendar could be considered by allowing school districts more flexibility in setting the school calendar to allow for additional instructional days prior to student testing. Another extended school calendar option would be to increase state funding for summer "inter-session" programs over the month of July which have proven successful at "An Achievable Dream Academy" in Newport News and at "RCPS+" in Roanoke City. Summer sessions allow for valuable "pre-learning" of upcoming concepts in math and reading. They also give students and their families a head start adjusting to school routines and policies. Summer sessions also decrease student hunger by offering meals and allowing for safe, structured physical activity in low-income communities. Summer programs thereby address simultaneously many of the problems faced by students in poverty. It should be noted that effective extended year programs should be enrichment-based and does not assume all students in a school or division have to attend a year-round school.

Support for physical activity is another key recommendation of our taskforce in the area of student learning. Low-income parents often have difficulty providing their children with opportunities to exercise in safe environments or on team sports. Support for after-school physical fitness programs and clubs can increase mentorship time with highly qualified teachers and coaches, improving physical fitness, team building and communication skills...all skills that are highly prized by employers in terms of workplace readiness. With the dramatic rise in healthcare spending, there are also long-term cost savings associated with promoting student health. Finally, there is substantial research that indicates the connection between physical activity and brain stimulation.

The task force recommends a continued emphasis on smaller class sizes for students in high-poverty schools. Teachers in these environments are more than just teachers; they are also social workers, nurses and counselors to their students. Smaller classes provide more time to care for these issues as well as for differentiating instruction and working with small group remediation.

Finally the importance of high quality pre-K programs for all students cannot be emphasized enough. School readiness promotes healthy childhood development, encourages parent involvement in their child's education, and develops positive family routines. Early childhood education also helps Virginia's economy as the first building block of workplace readiness. Pre-K programs increase the number of children reading on benchmark by the third grade. These programs also decrease the costs of reading intervention and student grade repetition. They are a sound investment for the General Assembly to make on behalf of Virginia's children—the future workforce of the Commonwealth.

TARGET GROUP: School Board/Governance Leadership Team

RECOMMENDATIONS



- Smaller class sizes
- Extended calendar options (after school, summer school, intercessions)
- Research initiatives and best practices to support physical fitness (health and wellness disparities are magnified in challenged communities)
- · Expansion of pre-K opportunities

ANTICIPATED OUTCOMES

- Enhanced personalized learning / differentiated instruction
- Lessen teacher stress by providing smaller cohort of students
- Reach students earlier to lessen "ready to learn" and word gaps
- Increase number of instruction days students receive prior to testing
- Decrease summer loss

ACCOUNTABILITY

- Prioritized local funding
- Adoption of early childhood quality standards
- Evaluation of existing pre-K programs for qualitative impact of low-income students
- Commitment to annual review of pre / post assessments to insure quality outcomes
- Advocate for local matches to insure 100% usage of Virginia Preschool Initiative funding

DURATION/TIMELINE

- · Commence evaluation of current pre-K programs
- Include smaller class sizes in 2015 / 2016 budget discussions
- Maximize VSBA member participation in Virginia Kindergarten Readiness Project
- Immediate

- Facilities retrofit or expansion to support smaller class sizes
- Costs associated with pre-K configuration
- Staff and facilities costs associated with extended days

TARGET GROUP: Internal Stakeholders

RECOMMENDATIONS

- Create opportunities for school learning by parents
- Professional development for staff—ensuring appropriate staff placed in appropriate areas
- Partner with PTA / PTO for sponsorship of educational opportunities

ANTICIPATED OUTCOMES

- · Increased parental involvement
- Staff better trained to handle struggling students
- Additional supplies and support needed to lift struggling schools

ACCOUNTABILITY

- Review / gap analysis of existing division parental learning opportunities
- Professional development for staff working in challenged environments prioritized as budget item
- Host at least one joint meeting with PTA / PTO focused on challenged schools

DURATION/TIMELINE

- December 2014 (gap analysis)
- October 2014 (budget prioritization)
- January 2015 (PTA / PTO meeting)

- Pending review/gap analysis
- Professional development will potentially increase costs or require shifting of other priorities
- PTA / PTO budget neutral

TARGET GROUP: External Stakeholders

RECOMMENDATIONS

- Seek grant opportunities
- Create structure to help schools partner with businesses to provide mentors and internship opportunities
- Seek opportunity for students to participate with organizations like Junior Achievement

ANTICIPATED OUTCOMES

- Increase revenues
- Measurable opportunities for students to interact with positive role models and develop 21st century skills necessary for employment

ACCOUNTABILITY

Periodic evaluation to measure effectiveness of programming

DURATION/TIMELINE

Ongoing

- · Locally established goals
- Consider setting a VSBA membership-wide goal
- Potential increase due to cost of new programming; however, a review of existing programming for effectiveness may result in budget neutrality

TARGET GROUP: General Assembly

RECOMMENDATIONS

- Request appropriate funding
- Calendar flexibility



- SOQ flexibility
- Permit expedited SOL retakes for elementary and middle school students
- Implement a statewide comprehensive kindergarten assessment led by the University of Virginia CASTL that defines the readiness gap (Virginia's entering kindergartners' readiness skills), tracks readiness across domain areas, and longitudinally tracks the progress of students through third grade

ANTICIPATED OUTCOMES

- Increased funding
- More opportunity to prepare students
- Increased opportunity for student success
- Will offer useful data that can be linked with effective strategies so teachers can differentiate instruction and better meet the needs of their students

DURATION/TIMELINE

Ongoing

- Increased support from state
- Budget neutral if instructional days remain the same; increased cost if total day increase
- Budget neutral (SOL Flexibility)
- \$1.7 Million (statewide comprehensive kindergarten assessment)

TARGET GROUP: Virginia School Boards Association

RECOMMENDATIONS

- Lobby General Assembly
- Provide board mentors to assist with struggling boards
- Board professional development (See "Specialized Training" domain)
- Target challenged divisions by offering workshops, webinars, and other supports (See "Specialized Training" domain)

ANTICIPATED OUTCOMES

- Increased funding and other legislative assistance allowing local flexibility
- Improved board leadership as measured by VSBA Board of Distinction criteria
- Targeted and specific training to improve board leadership

ACCOUNTABILITY

- Align with VSBA strategic plan if necessary
- Local board cooperation and participation
- 90% or more participation of target divisions and board member participation

DURATION/TIMELINE

Ongoing

BUDGETARY CONSIDERATIONS

Pending VSBA Board of Directors and staff review

DOMAIN OVERVIEW

The preparedness and effectiveness of teachers delivering high quality instruction in challenged schools is critical to student and school success. Research says that a high quality teacher in the classroom is the most important determinant of student academic achievement. Research also indicates teachers in challenged schools typically encounter an extra set of challenges that children bring with them into the schoolhouse. Preparing teachers for and supporting teachers in these environments is essential for student academic success.

The placement of a high quality teacher in our most challenging schools is a necessity. It requires effective teacher preparation, teacher induction, and teacher resources on a sustained basis that cannot be met through the ability of a local school board alone.

Tremendous disparities exist in the supply of high quality teachers across the Commonwealth. Therefore, state involvement is critical in addressing these disparities. A brief description of each of the task force recommendation follows.

School Board / Governance Leadership

School boards and division leadership must ensure policies that lead toward highly effective principals and teachers at challenged schools. Board policies must be reviewed to increase the percentage of highly effective teachers in these schools. There must also be a required teacher induction process for every teacher.

Internal Stakeholders

There needs to be a teacher coach for all new teachers in years 1 and 2 of working in a challenged school.

External Stakeholders

There needs to be a 1 year student teacher requirement from all Virginia universities before graduation. Teacher induction programs, once created, could be sponsored by outside businesses and community groups.

General Assembly

Teachers in challenged schools should be allowed participation in VRS Plan 1 (providing earlier and more generous retirement) regardless of hire date. Loan forgiveness, bonuses, and tuition and housing assistance for teachers and principals in accredited with warning schools should be provided.

VSBA

Best practices in teacher quality should be shared in VSBA workshops. The teacher quality recommendations should be included in the VSBA's legislative agenda.

TARGET GROUP: School Board/Governance Leadership Team

RECOMMENDATIONS

- Requirement of teacher induction process
- Review board policies aligned with superintendent recommendations intended to boost percentage of highly effective teachers placed at challenged schools
- Review and support superintendent recommendations leading toward sustainability of highly effective principals and teachers at challenged schools
- Review budget priorities to align with teacher quality recommendations (See "Student Learning" and "Funding & Resources" domains)

ANTICIPATED OUTCOMES

- Teachers will have an understanding of teaching profession and / or culture of school
- Teachers will have strong foundation for addressing the challenges of teaching high poverty situations
- Retention / stability of highly effective teachers
- Positive staff feedback on morale and climate surveys

ACCOUNTABILITY

- Teachers and principals have increased accountability evaluation tools
- Governance leadership team will establish goals for number / percentage of highly effective staff and administrators in challenged schools

DURATION/TIMELINE

- All new teachers should have this induction within 18 months of them signing employment contract
- If existing teachers are to be "re-introduced" it should be done within 24 months of the proposal being approved
- Periodic review (at least quarterly) of staffing numbers at challenged schools

BUDGETARY CONSIDERATIONS

Budget neutral (build within existing resources where available; leverage Title and SIG funding)

TARGET GROUP: Internal Stakeholders

RECOMMENDATIONS

Teacher coach for all new teachers in year 1 and year 2

ANTICIPATED OUTCOMES

 New teachers will be trained under the direction of a seasoned teacher who has demonstrated skills in teaching in a challenged school or classroom

ACCOUNTABILITY

- School systems that employ the teacher
- Evaluation of coaching program and its impact

DURATION/TIMELINE

- The teacher coach would be assigned when the teacher is hired
- Ongoing

BUDGETARY CONSIDERATIONS

• \$2.5 million (with \$5,000 stipend per teacher per school, estimating 500 schools)

TARGET GROUP: External Stakeholders

RECOMMENDATIONS

- Sponsorship of teacher induction programs, such as Apple Credit Union and Fairfax
- Virginia universities require 1 year student teacher experience

ANTICIPATED OUTCOMES

- Create stronger community ties and partnerships
- Businesses will have a better appreciation for public education
- Teachers will have a clearer understanding of teaching in a class room for a full year

ACCOUNTABILITY

- · Board chair
- · Clerk of the board
- Make part of the school system strategic plan
- School system
- Virginia Department of Education
- Participating college / university

DURATION/TIMELINE

These programs could start immediately once approved

BUDGETARY CONSIDERATIONS

- Staff costs associated with program administration; potentially budget neutral if "partnerships" is already a responsibility in the division
- · Potentially assigned to education foundation partners

TARGET GROUP: General Assembly

RECOMMENDATIONS

Loan forgiveness for teachers and principals in accredited with warning schools

Bonus for teaching in accredited with warning schools

Housing incentives

Tuition assistance for teachers extending certifications to critical needs areas

Participation in Virginia Retirement System Plan 1

Add 10 days to the teaching contract in high poyerty school

Add 10 days to the teaching contract in high poverty schools

ANTICIPATED OUTCOMES

- Increase pool of high-quality applicants
- More schools will achieve state accreditation
- Increase teacher stability in challenged schools

ACCOUNTABILITY

- · Loan forgiveness and bonuses tied to service commitment and student progress
- Virginia Department of Education
- Virginia Department of Housing and Redevelopment

DURATION/TIMELINE

Will likely require state approval (target 2015)

BUDGETARY CONSIDERATIONS

- Budgetary impact to follow review / planning associated with recommendations
- Recommend staffing supporting from governor's office and VDOE

TARGET GROUP: Virginia School Boards Association

RECOMMENDATIONS

- Include in legislative agenda
- Share best practices in VSBA workshops and communications

ANTICIPATED OUTCOMES

• Proposed legislation from Schools in Challenging Environment Caucus

DURATION/TIMELINE

• Ongoing/Immediate

ACCOUNTABILITY

Included in VSBA legislative agenda

BUDGETARY CONSIDERATIONS

Budget neutral



Rivanna Ridge Professional Building 200 Hansen Road, Suite 2 Charlottesville, VA 22911



Advancing School/Student Performance: A Community Responsibility

Norfolk City Council Retreat Slover Library September 21, 2015

NPS Mission

The mission of Norfolk Public Schools, the cornerstone of a proudly diverse community, is to ensure that all students maximize their academic potential, develop skills for lifelong learning and are successful contributors to a global society, as distinguished by:

Courageous advocacy for all students;

Family and community investment;

Data-driven personalized learning;

Strong and effective leadership teams;

Shared responsibility for Teaching and Learning;

Access to rigorous and rewarding college and career readiness opportunities.

NPS Five-Year Strategic Plan Strategies

- We will promote NPS as the cornerstone of our community's well-being.
- We will empower and facilitate meaningful family and community partnerships.
- We will relentlessly pursue engaged learning through high-quality instruction.
- We will host environments in which all individuals feel safe and secure.
- We will nurture a culture of excellence, equity and justice through continuous improvement.

Schools in Challenging Environments

- In June 2013, the Virginia School Board Associations establishes Task Force on Schools in Challenging Environments spurred in part by General Assembly adoption of A – F grading scale (March 2013) and Opportunity Education Institute (May 2013)
 - The OEI bill required any school that was denied accreditation and permitted any school that had been accredited with warning for three consecutive years to be transferred to the Institution.
- NPS and VSBA won lawsuit against OEI

Schools in Challenging Environments

- Historical and Current Context
 - Legacy of "separate but equal" and Massive Resistance
 - Planning, Zoning, Housing, Redevelopment policies and practices
- Local Context
 - Norfolk 17
 - Riddick v. School Board
 - 2001 Rezoning

What is a "Challenged School?"

- Credited and Non-Accredited
- Characteristics
 - 50 percent poverty (FRLS) and above
 - Segregation Legacy
 - Hyper-poverty Schools
 - Priority Schools
 - Nexus between high poverty and students of color
- Common Traits
 - Miss more days in school (students and staff)
 - Change school during the school year (transient)
 - Score much lower on SOL test
 - Drop out before graduating high school



Priority Schools 2013-2014

Brown, Black, and Poor

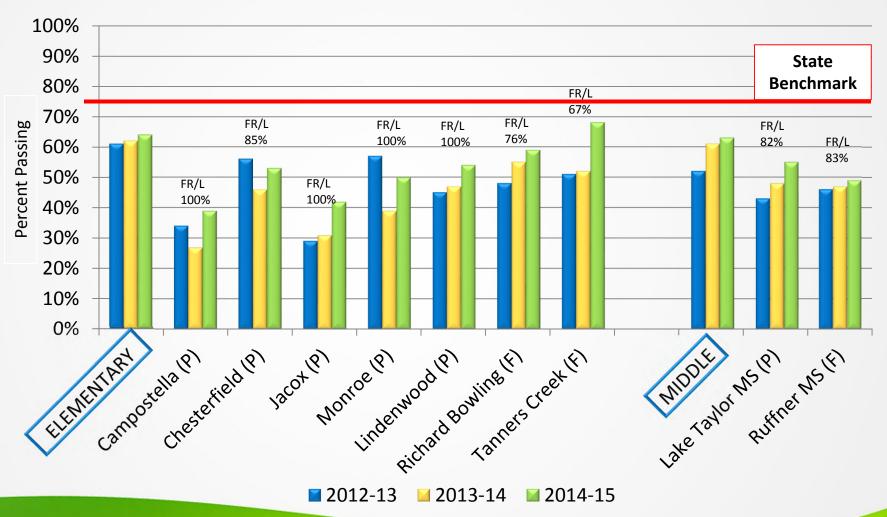
School	Free/Reduced %	Minority %
Jefferson-Houston Elementary	73.13%	83%
Buckingham County Elementary	72.69%	42%
Buckingham County Primary	79.76%	49%
Joseph P. King Jr. Middle	81.67%	80%
S. P. Morton Elementary	71.27%	85%
Jane H. Bryan Elementary	83.85%	75%
L. Douglas Wilder Middle	76.32%	98%
Hopewell High	62.78%	64%
Albert Harris Elementary	96.01%	85%
Newsome Park Elementary	93.76%	93%
Sedgefield Elementary	78.92%	73%
Willis A. Jenkins Elementary	70.81%	78%
Campostella Elementary	94.70%	99%
Jacox Elementary	89.84%	99%
Lafayette-Winona Middle	81.23%	86%
Lake Taylor Middle	79.93%	84%
Lindenwood Elementary	89.05%	93%
P. B. Young Sr. Elementary	96.29%	98%
Tidewater Park Elementary	85.08%	98%

School	Free/Reduced %	Minority %
Kiptopeke Elementary	83.68%	67%
Northampton High	65.19%	63%
A. P. Hill Elementary	89.90%	98%
J.E.B. Suart Elementary	86.19%	96%
Armstrong High	83.46%	98%
Binford Middle	80.06%	96%
Blackwell Elementary	94.44%	98%
Elkhardt Middle	84.57%	95%
Fred D. Thompson Middle	89.19%	97%
Ginter Park Elementary	92.47%	99%
Henderson Middle	99.08%	98%
John Marshall High	80.88%	93%
Martin Luther King Jr. Middle	82.93%	99%
Oak Grove/Belle-meade Elem.	98.87%	98%
Richmond Alternative	73.83%	100%
Thomas Boushall Middle	96.15%	95%
Lincoln Terrace Elementary	92.09%	79%
William Fleming High	73.24%	70%
State Averages:	84.50%	86%

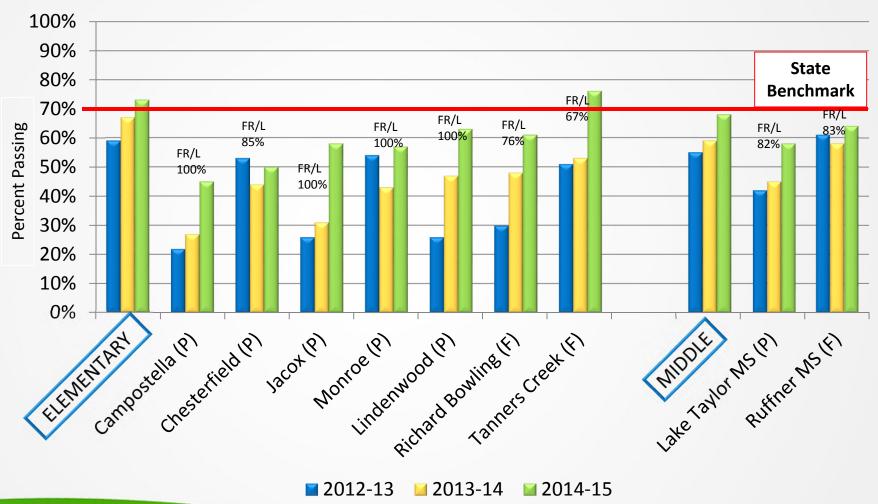
Task Force Recommendations

- Community & Family Engagement
- Funding & Resources
- Specialized Training
- Student Learning
- Teacher Quality

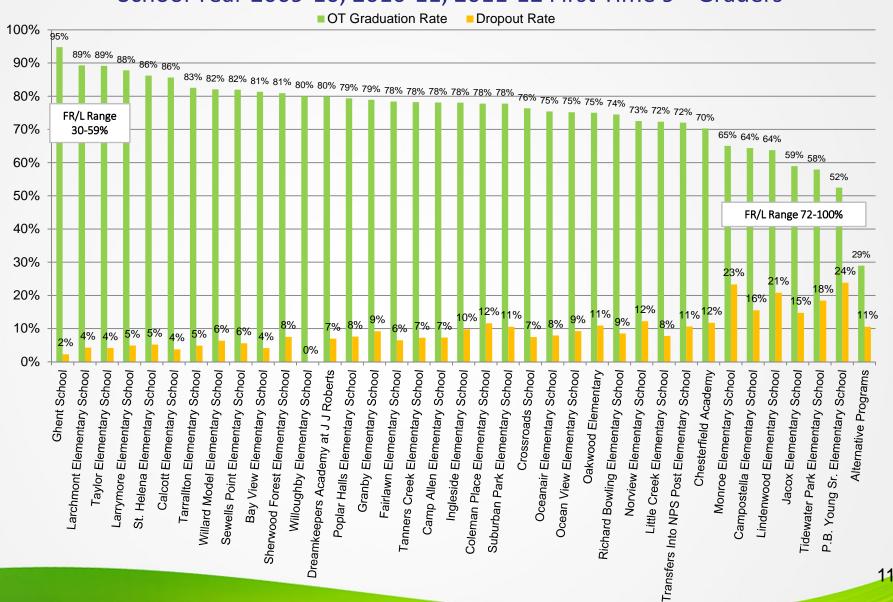
2014-15 *Preliminary* SOL Results Priority and Focus Schools (English: Reading)



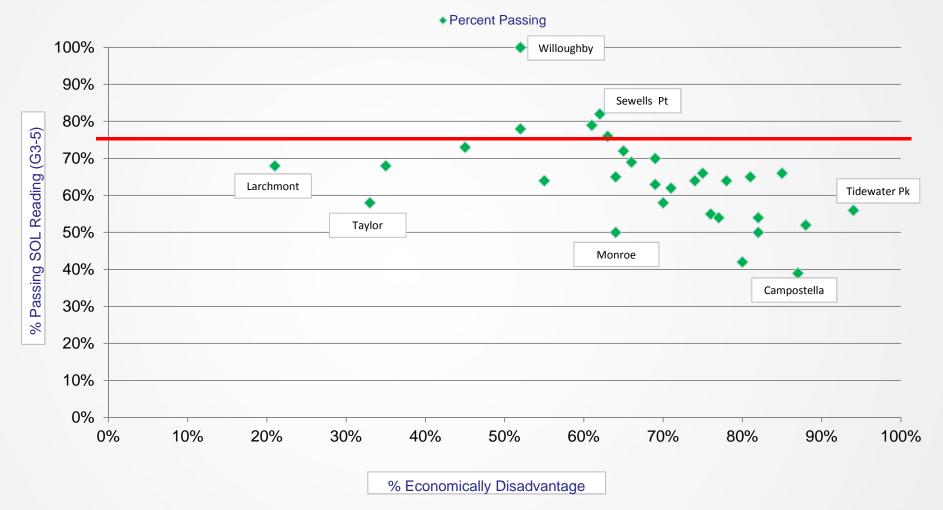
2014-15 *Preliminary* SOL Results Priority and Focus Schools (Mathematics)



NPS On-Time Graduation and Dropout Rates by Grade 5 Elementary School School Year 2009-10, 2010-11, 2011-12 First Time 9th Graders



SOL Reading Percent Passing for Economically Disadvantage Students by Elementary School



Demographic Information of the State and Select Divisions

District Name	Fall Membership	Percent Economically Disadvantage (Sorted from Highest to Lowest)
Virginia State	1,279,867	41.95%
Petersburg *	4,318	100.00%
Richmond *	23,957	97.61%
Roanoke	13,649	74.78%
Norfolk *	32,290	66.83%
Portsmouth *	15,080	64.28%
Newport News	29,547	63.61%
Hampton *	20,796	58.12%
Suffolk *	14,365	47.34%
Virginia Beach	70,121	36.44%
Chesapeake	39,707	34.81%
Chesterfield	59,725	33.82%

Note: '*' This district has schools that are operating under the USDA Community Eligibility Provision (CEP).

Strengthening Student Centered NPS Policies, Practices, and Partnerships

- Transformation Initiative
 - Enhanced Themed, Schools of Choice
 - Academy of Discovery, STEM K-8, International Baccalaureate Middle Years Program, Career & Technical Education
 - Dejong-Richter Education & Facilities Planning
 - School Pairing
 - Open Campus (Magic Johnson Bridgescape Academy)
- Governance Leadership Team
 - Policies
 - Equity, Community & Family Engagement, Discipline & Safety
 - Training

Strengthening Student Centered NPS Policies, Practices, and Partnerships

- Partnerships
 - Norfolk Education Foundation
 - United for Children
 - E3 and New E3 School (opportunity)
 - Higher Ed and Community College
 - Dejong-Richter Education & Facilities Planning

Strategies to Strengthen Teaching and Learning Outcomes

Lesson plan feedback

Strengthen use of data analysis to inform instructional decisions

Conduct a literacy program assessment

Create consistent
structures and
practices for
monitoring instruction

Work closely with principals to identify specific areas of need and support

Provide professional development that is connected to school improvement plans

Housing Policy is School Policy School Policy is Housing Policy: A Collaboration Toward Advancing School Performance

Questions & Discussion



City Council Retreat September 21, 2015

> John C. Kownack Executive Director

Overview

- NRHA Summary Information
- Affordable/Assisted Housing Terms
- Rental Assistance in Norfolk
- Goals and Strategies
- Q & A

Summary Information

Vision and Mission

Quality housing choices in neighborhoods where you want to live.

Provide quality housing opportunities that foster sustainable mixed-income communities.

NRHA Funding

- Major funding sources from:
 - HUD for public housing operating subsidy and housing choice voucher payments.
 - Tenant Rent Steady at \$17–18 million per year.
 - Local City funding and City award of Federal funding.
- ▶ FY-2016 Budget of \$83.2 million reflects a reduction of \$20.3 million from FY-2003 level of \$103.5 million.
- FTE positions have been reduced by 62 from 344 in FY-2003 to current total of 282.

NRHA Funding Trends – HCV

HUD funding of Housing Choice Voucher payments has increased from FY-2010 level of \$18.1 million for 2,346 households to \$25.3 million in FY-2016 for 2,737 households.

NRHA Funding Trends – LIPH

- HUD annual funding of Public Housing operating subsidy has decreased from \$16 million by about \$1 million during the past several years.
- Projections indicate further reductions to come from upcoming Congressional appropriations.

NRHA Funding Trends - Local

- NRHA experienced incremental decreases of City funding (including CDBG and HOME) from \$17.3 million in FY-2005 to \$10.8 million in FY-2015.
- ▶ For FY-2016, City funding of NRHA programs in the amount of \$4.3 million reflects a 60% reduction from the FY-2015 amount of \$10.8 million.
- While the reduction in City funding has been felt mostly on the neighborhood revitalization side of NRHA, today's discussion will focus on our provision of rental assistance to low income households.

Affordable and Assisted Housing Terms

What is Affordable Housing?

- HUD considers housing affordable to a household if it is spending no more than 30% of its income on housing needs.
- For a household earning \$10,635 per year (15% of AMI), affordable monthly housing expenses would be \$266.
- For a household earning \$21,270 per year (30% of AMI), affordable monthly housing expenses would be \$532.
- For a household earning \$35,450 per year (50% of AMI), affordable monthly housing expenses would be \$886.
 - Affordable units provided in the private sector with Low Income Housing Tax Credit equity are usually required to rent for amounts at or below those affordable to households at 50% AMI

2010 Census

- Of Norfolk's 85,000 households,
 - 33,300 have incomes less than 50%
 AMI
 - 19,000 have incomes less than 30%
 AMI
- ▶ 19,000 households in Norfolk can't afford affordable housing

What is Assisted Housing?

- Rental opportunities for extremely low income families that include Federal subsidies to keep housing affordable.
 - Public Housing Units
 - Housing Choice Vouchers
 - Project Based Section 8

Rental Assistance in Norfolk

Total Assisted Housing - Norfolk

Type of Assistance	Total Units	Total Residents
Public Housing	3,475	8,520
Housing Choice Vouchers	2,737	6,733
Project Based Rental Assistance - NRHA	128	250
Subtotal - NRHA	6,340	15,503
Project Based Rental Assistance - Privately Owned	1,500	3,690
Totals	7,840	19,193

Assisted Rental Resources in Norfolk now serve 41% of the 19,000 households with extremely low incomes.

Public Housing Community Information

Community (Acres)	Year First Occupied	Dwelling Units	Total Residents	Occupancy %
Tidewater Gardens (44)	1955	618	1,659	99.78
Diggs Town (30)	1952	422	1,212	99.37
Young Terrace (36)	1953	746	1,797	99.91
Calvert Square (19)	1957	310	749	99.46
Oakleaf Forest (24)	1942	257	802	99.35
Partrea Apartments (6)	1979	114	119	99.71
Hunter Square (3)	1978	91	101	100.00
Bobbitt Apartments (3)	1980	84	92	99.21
Sykes Apartments (2)	1980	84	84	99.66
North Wellington (7)	1988	25	95	100.00
Scattered Sites (N/A)	1993	15	41	100.00
Franklin Arms (3)	2003	100	108	100.00
Grandy Village (44)	1953	355	971	99.15
Broad Creek (87)	2006	254	690	98.12
Totals		3,475	8,520	99.86

Tenant Tenure in Norfolk Public Housing

Time Length (Years)	Total Families	% of Households	Cumulative %
Current Yr	487	14%	14%
1+ to 2 Years	278	8%	22%
2+ to 5	730	21%	43%
5+ to 10	834	24%	67%
Over 10	1,146	33%	100%
Total Households	3,475	100%	100%

Family Public Housing Communities

Community (Acres)	Year First Occupied	Dwelling Units	Total Residents	Residents Under 18
Tidewater Gardens (44)	1955	618	1,659	927
Diggs Town (30)	1952	422	1,212	684
Young Terrace (36)	1953	746	1,797	909
Calvert Square (19)	1957	310	749	385
Oakleaf Forest (24)	1942	257	802	478
Grandy Village (44)	1953	355	971	525
Totals		2,708	7,190	3,908

^{*} Since 2002, 905 public housing units in Roberts Village, Roberts Village East, Bowling Green and Moton Circle have been vacated and demolished.

Family Public Housing Communities

Community (Acres)	Census Poverty Rate	Average Annual Income	2014 Units Vacated	Households on HCV Waiting List
Tidewater Gardens (44)	75.8%	\$ 9,603	82	68
Diggs Town (30)	39.8%	9,774	54	41
Young Terrace (36)	67.0%	10,031	79	97
Calvert Square (19)	64.1%	10,787	50	29
Oakleaf Forest (24)	39.8%	10,958	36	36
Grandy Village (44)	38.8%	14,381	46	44

- The percentage of households under the poverty level Citywide is 19.2 percent.
- The proportion of households in public housing with earned income is 44 percent.
- When the Housing Choice Voucher waiting list was last opened in 2010, 9,004 households signed up, including 2,206 residents of public housing.

Family Public Housing Communities – Education (Tidewater Gardens)

SOL Average Pass Rate Comparison

For Years 2009 - 2012

Virginia Department of Education 2013

		Average Pass	
Test Category		Rate	
	<u>Tidewater</u>	Norfolk City	Commonwealth of
Subjects:	<u>Park</u>	<u>School</u>	<u>Virginia</u>
	<u>Elementary</u>	<u>Division</u>	
English / Reading	60.0%	79.7%	88.7%
Math	54.0%	70.3%	81.0%
Writing	71.7%	84.3%	89.3%
History	57.7%	75.7%	86.0%
Science	63.3%	82.7%	90.3%

Family Public Housing Communities – Crime

- There are 2,708 rental units in Norfolk's six family public housing communities making up 3.2% of Norfolk's households citywide.
- From January 1 through August 7, 2015, there were 7 homicides committed on the sites of Norfolk's six family public housing communities, accounting for 44% of the 16 total homicides in Norfolk.
- No suspects or victims of the homicides committed in public housing communities were residents.

Assisted Housing Regionally

City	Public Housing Units	Housing Choice Vouchers
Norfolk	3,475	2,737
Chesapeake	467	1,248
Portsmouth	1,022	1,502
Virginia Beach	0	1,988
Hampton	538	2,552
Newport News	1,817	1,334
Suffolk	466	602
Totals	7,785	11,963

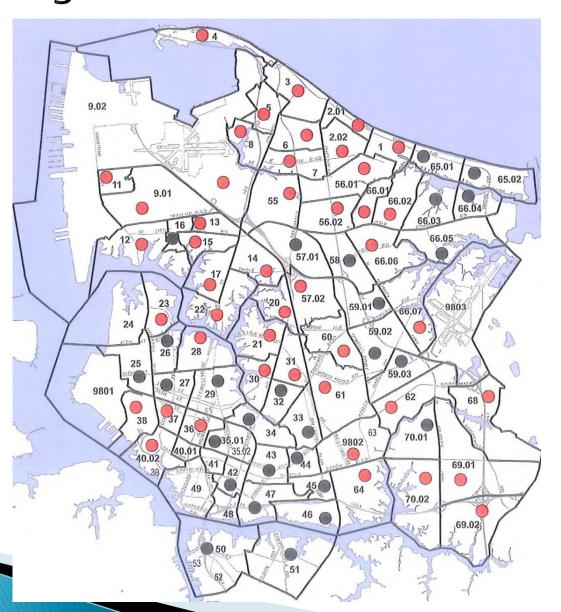
Housing Choice Vouchers

- Currently serving 2,737 households with about 6,700 residents.
- Voucher holders pay 30% of their income for housing expenses.
- FY-2016 HCV program to provide direct payments totaling \$25.3 million to rental property owners.
- Average HCV payment to landlords in excess of \$700 per month.
- ► HCV households have an average annual income of \$16,500 (affordable monthly rent \$413).

Housing Choice Vouchers

- 900 participating landlords (average 3 units per landlord).
- Voucher funding could increase if more housing units could be identified.
- 5% of vouchers expire before housing found.
- Highly regulated program at resident and property levels.
- Efforts to promote HCV program could serve to address negative program perceptions.

Distribution of Housing Choice Vouchers - 2,737 among 79 Census Tracts



Blue: High Poverty
Red: Low Poverty

Goals and Strategies

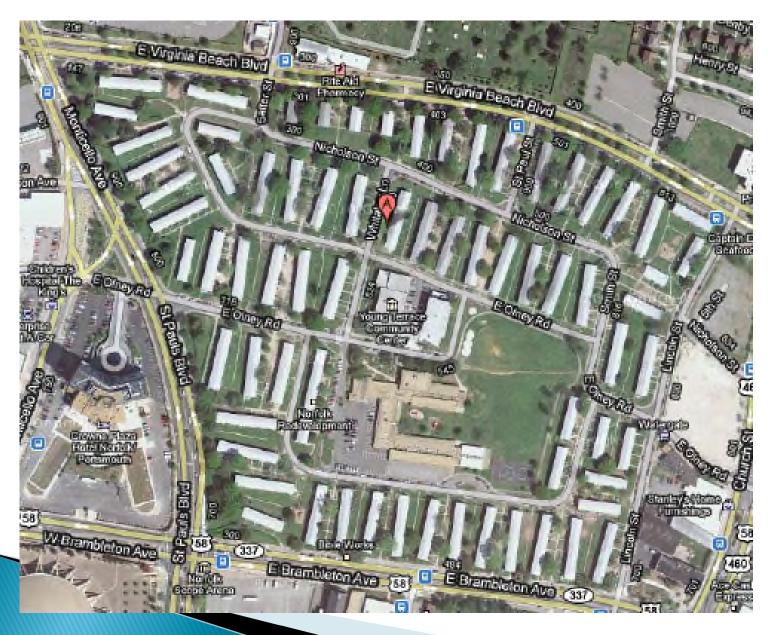
Assisted Rental Housing Goals

- Transform public housing communities
 - ≥ 1,200 units redeveloped over next decade
 - > Enhanced physical and social environment
 - No involuntary displacement of residents outside of community
- Maintain quantity of extremely low income households assisted
 - Seek Housing Choice Vouchers to replace loss of public housing units.
 - Facilitate development of 3,600 quality, affordable and accountable rental housing units.
- Develop collaborative models with human services agencies to ensure current and future residents have capacity to succeed with housing choice

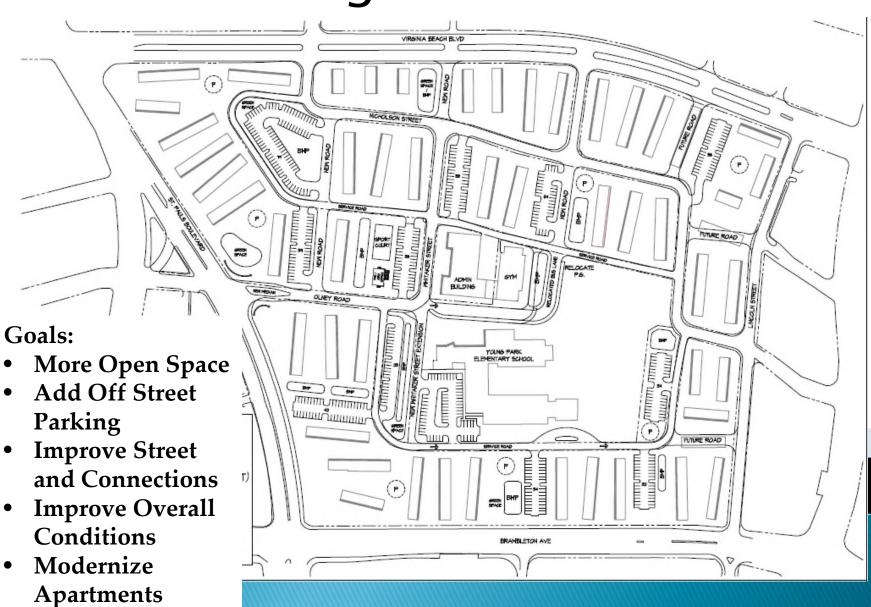
Family Communities Strategies

Name	Year	# of	Status
	Built	Units	
Young	1953	752	Community Renovation
Diggs	1952	422	Community Renovation
Grandy	1953	355	Renovation/New
			Construction
Oakleaf	1942	257	Renovation/Rebuild in Place
Tidewater	1955	618	Redevelopment
Calvert	1957	310	Redevelopment

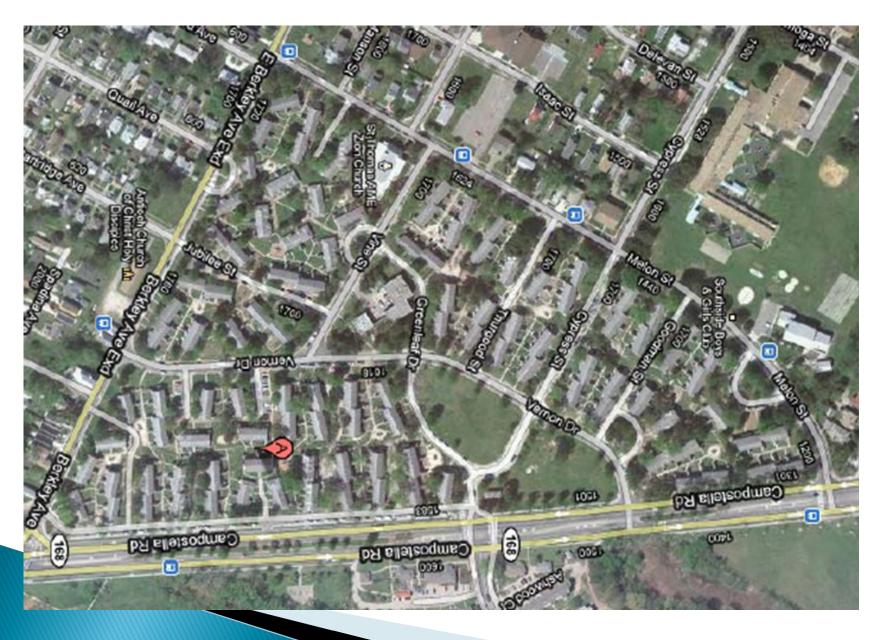
Young Terrace



Young Terrace



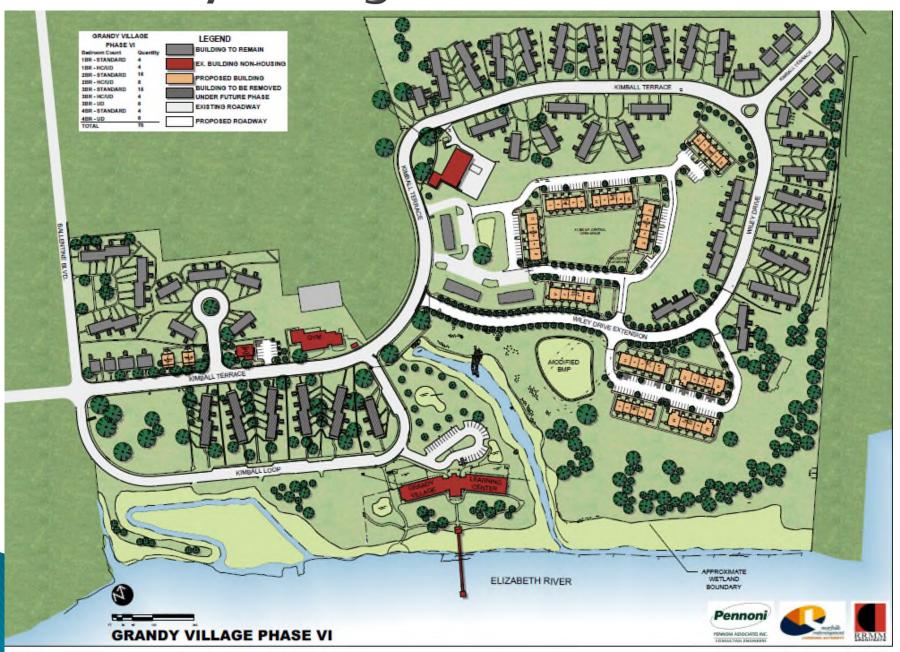
Diggs Town



Diggs Town

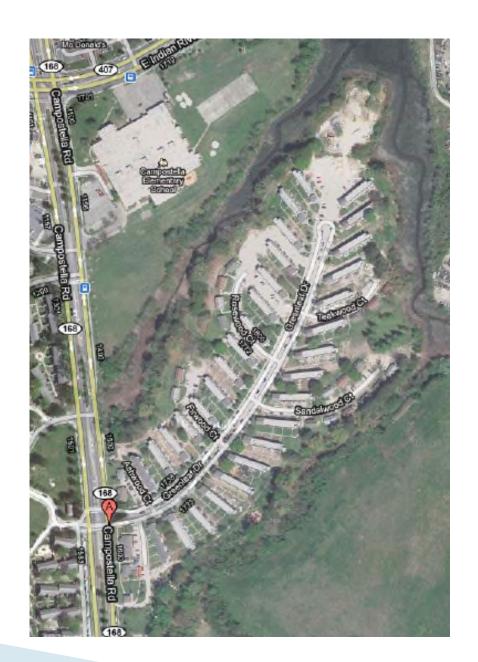


Grandy Village



Oakleaf Forest



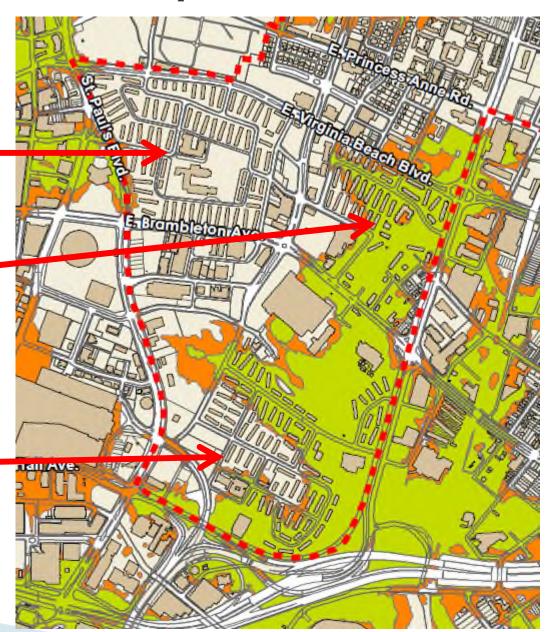


100 Year Flood Map

Young_Terrace

Calvert Square

Tidewater Gardens



New Quality, Affordable and Accountable Rental Property Development

- Housing Choice and Project Based Vouchers Eligible and Committed for:
 - Pickett Farms (Franklin Johnston) 300 units
 - Banks at Berkley (WODA) 50 units
 - Crossings at Berkley (Franklin Johnston) 156 units
 - Church Street Station Studios (VSH) 80 units
 - Broad Creek V (TCB) 50 units
 - St. Paul's Apartments (S. L. Nusbaum) 126 units

Collaborative Supportive Services

- Safety and Security Steering Committee
 - Re-engage community residents in beautification, accountability and youth activities
 - Reestablish Core Teams with NPS and Human Services providers for each community
 - Interagency effort to protect communities from predators while respecting family rights
- United for Children
 - Cradle to College
 - Data Driven, Collective Impact Model
- Mayor's Task Force on Poverty Reduction

Funding Strategies

- Natural Disaster Resilience Competition Grant
- Tax Increment Financing
- Pursuit of compatible HUD grants
- Tenant Protection Vouchers
- Low Income Housing Tax Credits
- RAD Conversions to provide for debt capacity

Q & A

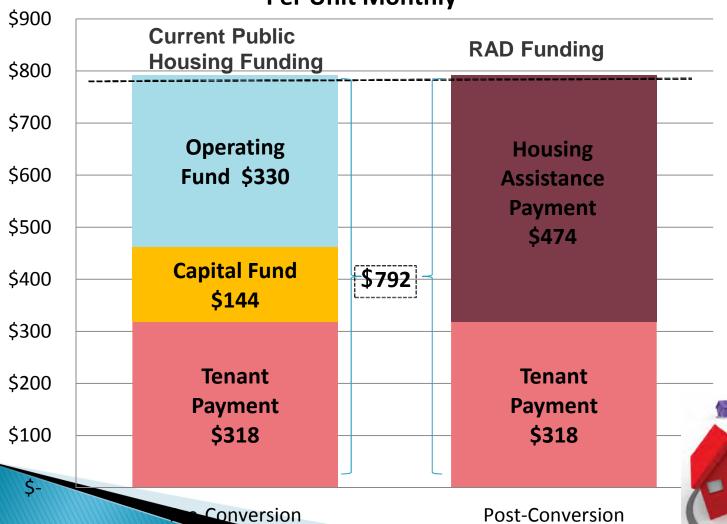
What is RAD?

The Rental Assistance Demonstration (RAD) is a HUD program that will allow the Housing Authority to convert properties from conventional public housing support under Section 9, with traditional capital fund subsidies and operating fund subsidies, to Project Based Section 8 program with a Housing Assistance Payment (HAP)contract.



How does RAD Work?

Sample Public Housing Conversion Per Unit Monthly



RAD
combines
the
operating
subsidy
and capital
fund into
one
payment
for the
property

Why was RAD established?

- Across the Country and here in Norfolk the public housing inventory is aging, becoming more obsolete and has an increasing backlog of unmet capital funding needs. Capital funding has declined 24% over the past decade and is insufficient to meet the growing backlog of capital needs.
- RAD will provide defined and more secure project subsidy from HUD. This will allow the Authority to more easily seek Low Income Housing Tax Credits to renovate communities and build new housing
- RAD creates greater funding certainty while allowing increased operational flexibility for the Authority

Advancing a Citywide Affordable Housing Strategy

Peter H. Chapman, Deputy City Manager for Economic Development & Housing

Susan L. Perry, Ph.D.

Special Assistant to the City Manager,
Poverty Reduction and Community Initiatives



Outline

- Background/context poverty reduction plan, plaNorfolk2030 and holistic economic development strategy as guiding priorities
- What's happening now illustrative examples of projects and initiatives in the pipeline
- Defining affordable housing and clarifying its importance
- Laying out a framework for undertaking a citywide affordable housing strategy
- Next steps



Background & Context

- Norfolk Plan to Reduce Poverty recommended strategies for Neighborhood Revitalization and Support:
 - stabilization of "distressed neighborhoods"
 - "development of mixed-income housing" in economically challenged areas
 - "de-concentration of poverty"
- Plan also recommended creation of a citywide and regional housing plan and an Affordable Housing Trust Fund (AHTF)



Background & Context, continued

- plaNorfolk2030: Ensuring Housing Choices for All (chapter 7)
 - Goal 1: Ensure housing of high quality and sustainability
 - Goal 2: Provide a range of housing choices that are accessible both in terms of geography and affordability
 - Goal 3: Ensure that the housing needs of the special needs populations are met



Background & Context, continued City's Comprehensive Economic Development Paradigm

Business Development Attraction, Retention, Expansion International Development **Emerging & DBE Tech Assistance**

Access to Capital & Reinvestment Capital Formation Direct Lending Special **Initiatives**

Workforce Innovation Brokerage of **Partnerships** Program & Policy Development Revitalization & Redevelopment Catalytic Redevelopment sites Neighborhood Revitalization Downtown Development



Redevelopment & Revitalization Priority Target Areas and Opportunity Sites

Central Business Park

Church Street Triangle

East Little Creek

Broad Creek

Fort Norfolk

Hampton Boulevard

Little Creek

Military Circle

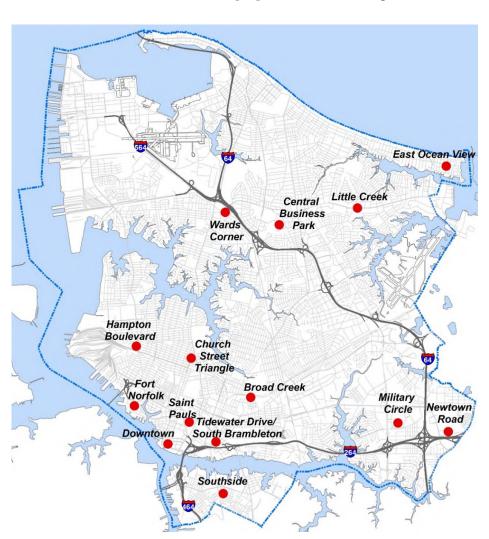
Newtown Road

Saint Paul's

Tidewater Drive/South Brambleton

Southside

Wards Corner





What's Happening Now: Major Focus on Transformational Redevelopment in the Greater Saint Paul's Area







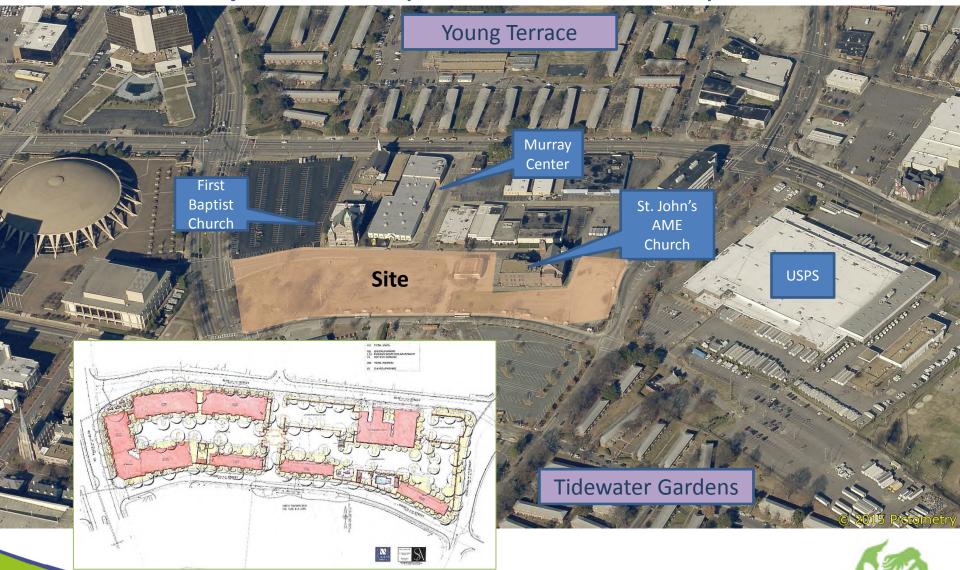








First Project in the Pipeline: Saint Paul's Apartments

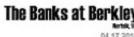


Facilitating Catalytic Projects in Other Areas: New Housing in Southside





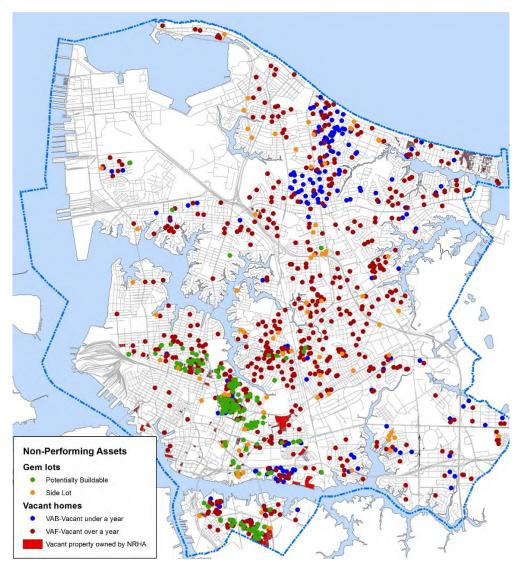






Facilitating Redevelopment of Clusters of Non-Performing Assets

- Vacant and/or boarded up homes
- Gem lots
- Vacant City and/or NRHAowned property
- Emerging
 strategy
 exploring
 market rate and
 affordable
 housing
 opportunities





Non-Performing Assets – Blighted Vacant Homes, cont.

A citywide challenge that is most pronounced in Southside and portions of Ocean View

Must be a key focus because of the negative impact on the city as well as individual homeowners:

 Recent UVA study found that in Norfolk, the presence of a vacant property depresses property values by over \$32,000 if located within 150 feet of a vacant property (Shroyer et al., 2015)





Implementing a Rehab Program to Help Elderly and Low-Income Homeowners



Renovate Norfolk is a grant program offered through the Department of Neighborhood Development to assist income-eligible homeowners with interior and exterior residential rehab and repair. Eligible home improvements included, but are not limited to:

- Kitchen and bathroom renovations
- **▼** Structural repairs
- Porch repairs
- ▼ Roof repair or replacement
- Window repair or replacement
- Appliance and building systems upgrades (i.e. HVAC, plumbing, etc.)

For more information, contact Neighborhood Development at (757) 664-4080 or email renovate@norfolk.gov.





Defining Affordable Housing

- Rule of thumb: According to HUD, no more than 30% of gross income goes to housing costs
 - Privately owned and managed, publicly subsidized (e.g., St.
 Paul's Apartments, Southside projects, all of which are applying for, or have received, federal tax credits)
 - Publicly owned and publicly subsidized (e.g., Tidewater Gardens, Calvert Square, other NRHA family communities)
 - Privately owned, unassisted housing that's simply affordable to working families

Why Decent, Affordable Housing is Important

- Contributes heavily to the well-being of families and children; research by Johns Hopkins Institute for Policy Studies highlights:
 - Relationship between health and decent affordable housing
 - Link between school performance and housing quality
- Also important to economic vitality
 - Can help attract and retain quality labor force
 - Contributes to community vibrancy



Draft Framework for a Study to Inform a Citywide Affordable Housing Strategy

- Community Input
- Housing needs, market assessment, and gap analysis
- Review existing resources that provide affordable housing
- Evaluate revenue sources for Affordable Housing Trust
 Fund (AHTF) in the Hampton Roads Market
- Identify role of public housing units in the overall strategy
- Recommend best practices-centered strategies for expanding and improving affordable housing stock



Citywide Affordable Housing Strategy: Next Steps

Housing Study:

- Share draft with selected stakeholders
- Issue request for proposals
- Select consultant to prepare strategy (with substantial community input)

Housing Trust Fund:

- Establish community-led working group (mid-October)
- Education Series (early November)
- Report to City Council with recommendations (mid-January)



Paul D. Fraim Mayor

September 18, 2015

The Honorable Angelia Williams Graves

The Honorable Mamie B. Johnson

The Honorable Andrew A. Protogyrou

The Honorable Paul R. Riddick

The Honorable Thomas R. Smigiel, Jr.

The Honorable Theresa W. Whibley

The Honorable Barclay C. Winn

Ladies and Gentlemen:

Pursuant to Section 12 of the City Charter, I hereby call a meeting of the Council beginning at 8:30 a.m., Monday, September 21, 2015 and ending Tuesday, September 22, 2015, at the Slover Library.

Thank you,

Paul D. Fraim

Mayor

cc: Mr. Marcus Jones, City Manager

Mr. Bernard A. Pishko, City Attorney

Mr. R. Breckenridge Daughtrey, City Clerk